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ALLEN >
A Woman
We Love
PG.92

Esquire

JANUARY 2003

The Meaning of Life

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Good
Advice
from:

**ROBERT
DE NIRO**

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- > Heather Locklear
- > Sumner Redstone
- > Ice Cube
- > Gerald Ford
- > The San Diego Chicken
- > Chuck Barris
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- > & More

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The
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(YOUR
THOUGHTS
ON ADULTERY,
WAR, JOHN
MADDEN,
AND THE
PERFECT
BREASTS)

**The Most
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and find out for yourself. The Peninsular Pursuit of Perfection.



Actual Tom Cullen plays one of the new generation of footballers going home. Filming: small screen (top right), page 81; Tom Cullen, photo by Robert L. ...
 new, cartoonish and cartoon. Filming: small screen (top right), page 81; Tom Cullen, photo by Robert L. ...

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Director Alexander Payne on *About Schmidt*, things a man should know about travel (No. 11: It's okay to flag your black Tumi), the return of manly colognes, the graceful yet powerful Nissan Murano, Richard Price's new novel, and nine Oz spin-off ideas from the show's creator (No. 3: Just Shank Me). **Plus:** The Answer Fell on ordering a hit, and *Crossing Jordan*'s Jill Hennessy—gorgeous, talented, and Canadian.

36 The Screen Among many other assemblages, the screenwriter Charles Kaufman is a master of the movie. *Adaptation* goes to a reason to like the Cage again. Also, what to make of *Mr. The Movie*, about a Jewish art dealer in 1918 Munich who becomes a young painter named Adolf Hitler. **(BY TOM CULLEN)**

40 10 Things You Don't Know About Women I like the real women, but I don't want to see a woman who plays an effect on a man. **(BY TOM CULLEN)**

42 The Industry It was a good idea to have a man in the entertainment business. And it was a good idea to have a man in the entertainment business. **(BY TOM CULLEN)**

108 This Way Out *Black* *Reckless* *Ends*. **(BY TOM CULLEN)**

More on the new season of *Black* *Reckless* *Ends*. **(BY TOM CULLEN)**

continued from page 7



Style

The America's Cup qualifiers are well under way, and nautical style is back in the spotlight. We bring you the sharpest jackets, the boldest shirts and sweaters, the sturdiest deck shoes, and everything else you'll need for the maritime look, both on the water and off (**The Guide**, page 31). Esquire rounds up the roughest characters from the new crop of TV cup dramas to showcase a hard-boiled, straightforward American style (**We Can Do This Here**... or We Can Do This Downtown, page 82).



LACOSTE

STYLE ON SKIN



The Sound & the Fury

OUR NOVEMBER ISSUE featured our favorite modern Bond, Pierce Brosnan, on the cover and promised a naked movie star inside. What we failed to mention was the naked editor who accompanied her there. Mary-Louise Parker wrote about the art of posing nude and suggested that her editor have the experience himself. He did.



Thank you for the stunning photos of A. J. Jacobs in the recent issue ("Mary-Louise Parker Made Me Take My Clothes Off"). Why? Because it made me appreciate the artistic photos of Mary-Louise Parker even more than I reported. She is a beautifully alluring woman, whether nude or clothed overseas.

ANDREW GOLDING
Atlanta, Ga.

Wild Turley

Also in November, contributing editor Tom Chatterfield raised with New Orleans Saints All-Pro offensive lineman Erik Turley, who won the hearts of some fans last season when he ripped the helmet off an opposing player's back while undergoing Saints quarterback Aaron Brooks ("The Nuts! After-epilepsy in the NFL").

Why am I wild about Turley? When Aaron needed someone to strengthen a bully, Turley stepped on for Aaron Brooks. When I saw Turley's unshackled anger, my natural instincts as a mother of four started to rick over and made me want to yell at his actions, but instead I immediately said my kids, "That's a true friend! Turley could have looked out for himself but instead he plowed forward, grabbing and throwing the helmet of the opponent. To the New Orleans Saints' fans, he stopped every bully's attack on our unsuspecting victim. We're lucky to be on his team."

REBECCA PERRI
Chalmette, La.

Fixing the Heart

The centerpiece of November's cover problem was guide to the heart and heart outside was Ted Allen's compelling account of a rare, noninvasive new procedure called alcohol ablation. It's used to combat some forms of hyper-trophic cardiomyopathy (HCM) and entails a cardiologist's injecting a minute amount of pure alcohol directly into the diseased portion of the heart, killing the targeted tissue. The patient must be awake for the procedure—tantamount to undergoing it as through a heart attack ("The Coronary Event").

I also have obstructive hypertrophic cardiomyopathy. I wanted to comment on the article, which was very informative and understandable and I have passed it on to many people I know. Before I underwent the procedure in 2002, I had found it difficult to gather information on alcohol ablation. My decision to have it done was the right one for me, even though it was not a success. I signed for a myocardial second time around. Now, almost two years later, my life resembles as the lives of most other twenty-year-olds do. With the help of articles like Allen's, HCM will become more widely known and understood.

TARA MCQUELLEN
Broomfield, Colorado

I may soon have to make the decision between alcohol ablation and surgery. My heart became obstructive when I was pregnant, and I've left hoping

that it has returned to its pre-pregnancy condition. I had wondered what it felt like, now I know, thanks to Allen's story. I don't yet seem as article as did once the focus in the patient and tells the human side of the story, in his case. Considering that one in five hundred people has this condition, a surprisingly small number of cardiologists and doctors are knowledgeable about it.

AMY WILLIAMS
Laudwater, Hertfordshire, England

According to Dr. C. Everett Koop, "The best prescription is knowledge." It is extremely difficult to find accurate and reliable health information about HCM. Educating the public about HCM is crucial. Allen's article represented the disease accurately and took into account the broad scientific knowledge currently available. I want to thank you for publishing it; you have no idea how many lives it touched. My father has obstructive HCM, and after reading about Peter Bannister's experience, my family feels more comfortable with my father's decision to have the procedure. We needed to read about a person's actual experience. Thank you for affording us that opportunity.

ERICA RYPLEBERG
Durham, N.C.

Continued on the inside page marked by The Sound and the Fury Group, P.O. Box 100, Berkeley, CA 94701. Also, ERM's messages can be used via the 1-800-800-8000 or 1-800-800-8000 toll-free via the web at www.erm.com. Please note that some services, including those listed below, may be subject to change without notice.

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1 Card Photo Printer CP 100

MAN at His BEST

January ... In praise of pudgy women (p. 22), manly travel advice (p. 28), and Answer Fella (p. 30)

Jill Hennessy

throwing the collective
suction of eBay right next
to the all Hennessy mouse
pad and the all Hennessy
signed lacy shirt, you re-
cently could have found a
lovely "addicted to all Hen-
nessy" frame for your
console plate. Seriously kind
of sad, isn't that almost in-
decent? But his lady
voice and smooth skin and
the occasional mole on her
dress—it can be quite a
misericord combination. And
the more you learn about
this actress—the 30-year-old
identical twin sister (they
appeared in *Devil's Thighs*)
she used to play guitar on
the streets to support her
self—the calls reporters
"dating" she sits a chapter
movie out at 7:30 a.m. on
a Sunday, she's *Canal*
on—the more you crave
these Law & Order films.
Not to mention an occa-
sional dose of *Crash*
Jordan, in which she goes
against her punky person-
ality to play a punky med-
ical student. When by
morning, so not her choice
of professions. "I mean,
she. I'd be so depressed,
you'd find me passed out
in a different bar every
night." Their world still be
an eBay, searching for (H
Hennessy) and "best
—J.A.K.—





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(The Awards)

The 9 Most Remarkable Things in Culture This Month

1. Best Book We Won't Be Covering *The Soy Solution for Menopause*, by Michelle Seibel, M.D.

2. Best Jukebox Advice

The *Black & Tan* (Columbia): "There's a book on cassette for men. Your doctor is a well-considered three-act playwriting, not a tenderly shoeshoed, do not feel concerned by random shuffle play—but wait together! Juggle the emotions and keep deep. Do a double shift, and your genius will be noticed."

3. Best Use of a Necktie *Bedroom Games*, an amusing book for women on how to strip for their partner, by Mary Taylor. "That tie has got to go. Taking the tip of it in your mouth, you growl and shake your head around like a hungry animal. You use the tie to spank yourself gently."



4. Best Use of Gratuitous Nudity in a Press Release The folks at Intrigo computer trays, who sent us this photo

5. Best Music Criticism Charles Ives, in the posthumous collection *Adaptation*, through the decades for the best of the best. "Ives is much like facing, but some composers can't dance and others dance like others, leaving themselves and the listener jaded and spent."

6. Best Depiction of Writer's Block *Adaptation*, starring Nicolas Cage as screenwriter Charlie Kaufman. Charlie Kaufman (in voice-over): "To begin. To begin. How instant. I'm hungry. I should get coffee. Coffee would help me think. I should write something first, then read it myself with coffee. Coffee and a muffin. Okay. So I need to establish the themes. Maybe banana-nut. That's a good muffin."

7. Best Dialogue Disparaging a Saintly Nurse: *Max*, starring John Cusack as an art dealer in post-World War I Germany. *Prostitute*: "Just remember, Max, Florence Nightingale died of syphilis, Max. And that means what? Prostitute. Don't get too close to your charity cases."

8. Best Press Release Offering Sex for Less than the Cost of a Used Car "While we're all the better off, we'll have a host of other men and couples to spend four days and three nights on a secluded island with exotic European and South American models tending to their every need (and we're not just talking food and wine) for less than the cost of a used car."



9. Best Web Site for Travelers Georgetown.edu/cball/animals, which lists animal sounds in multiple languages, such as for the duck. Albanian: mak mak Arabic: couak couak Bengali: gack-gack Catalan: cuac, cuac Croatian: kva-kva Danish: rap Dutch: kwak kwak English: quack quack Esperanto: gk gk Mandarin: gua gua

AIDAN QUINN

as BENEDICT ARNOLD

KELSEY GRAMMER

as GEORGE WASHINGTON

BENEDICT ARNOLD

A QUESTION OF HONOR

History he hated, and his country, he betrayed his friend.



AN A&E ORIGINAL MOVIE PREMIERE

MONDAY JANUARY 13, 8pm/7c



Rule No. 429: No matter how furtive or quick the glance, a woman always knows when you're looking at her breasts. **Rule No. 428:** If you live long enough, you will resemble a gargoyle. **Rule No. 458:** Asking your date if you can "borrow" just to use your bathroom is the Hall-Mary pass of romantic moves.

Man at His Best Entertainment



The Scorsese of Omaha

►Nebraskan director Alexander Payne talks about ugliness, Hummels, and Jack Nicholson's hair

NEEDS-PRIME NOW When historians recall the filling of America—the checkerboard pattern we have traced in *Life*—one word is likely to be heard louder and prouder: the name of Alexander Payne. It is not simply that the 41-year-old director and screenwriter favors setting his movies in Omaha, where he grew up, but that the actor in his comedies knows if they were cast by Godwin Lange himself it's that with him. Payne directs straight-through Middle America without ever leaving the middle of the road. *Crimes of the Heart* plays up the suburban-drama, rather than stage for irony as a comedy. And *Decisio* showcased the high status-world of high school politics. Now comes Jack Nicholson as a workaholic-over and smacking bendy car. Is Alexander Schmitt, a heart-breaking actor about to retire/come back, actually not quite ready to retire the actors.

—Eating well, drinking well

E50 Matthew Frederick never looked worse than he did in elections: Jack Nicholson not exactly pretty in *About Schmidt*. Do you see same value if you read?

AF I don't like them as ugly, my point of reference is when would happen some thing that they would happen in a movie. I can't stand that something must be made more beautiful to be worthy of being photographed in 35mm. The concept 24 frames per second is ridiculous. I remember in *Jackie*, we made crowd scenes and the costumes people. Before the camera rolled, you had to look from some of the individuals straight into the lens and I said, "What are you doing?" More and more, movies are amplified or de-leared or proliferated in some way that makes sense much less than they way they could be.

10Q What is the secret to great leadership?

AP Jim Taylor smells good today because we're happy. Four times we got so close, waiting dry in the dry day. You know how you get tired when you've been waiting? That's how it felt at almost every day.

ESQ So Jack Nicholson is essentially half?

AP | another lot of scholarly magazines
available. One day there's in his house

And he came down the stairs and he had his hair combed over and he said, "I have it, I have the bomb, you!" and that there was what we realized everything could be okay.

610 This was also the first movie in a while to have Jack Nicholson collecting Hummel figurines.

AP People collecting things is funny. Christ says, "I have things that you need." But Jesus is just a con man. You need to have things in your life that only 5 percent of the audience gets.

ESQ About *Schindler* can be funny, but it's also one of the saddest films of the year. Was it depressing to make?

AF I think it was for Nicholson. He says he knew more as an actor than Schmidt knew as a character how depressed he was. But I was involved with too many other things to

ESQ You were busy filming the hot tub scene in which Kathy Giers bared herself. What was that like?

AP She's a snorter and a coupler, and that scene was in the script. Did she want to do it? No. But she wanted to make the movie, and she knew if a woman like this got into a hot tub like that, she wasn't going to sleep with her clothes on.

FAQ Washing election made me wonder what your best high school practical joke was.

AF We did a similar prank where we had a western-style shoot-out in the library. It was quite elaborate, with blood pellets and everything. After Columbine a bunch of us from my high school mailed one another and said we could never do this again.

ESQ Any time is good?

AF I like to make a western. We need more films that look at where we came from in America. I think we're living extremely structurally.

ESQ At the end of *Manhunter*, Freddy Allen lies on the couch and mimes a lot of the

things that make life worth living. What would those things be for you?

AP A very good vegetable soup. Peter Sellers in *The Party* and *After the Fox*. Santana's *Adrian*. The light in San Francisco when it's at degrees and everything's crisp and vivid. *Knock-Out*. The ending of *City*.

Light: Natural light only. Midwestern
American culture. The district was well educated.

And now I tell you how I acquired it: but I have one of Guinness's lies.

DISTINCTIVE SINCE 1971



DISTINCTIVE SINCE 1930

AF We did a senior party where we had a western-style shoot-out in the library. It was quite elaborate, with blood pellets and everything. After Columbine, a bunch of us from my high school snuck one another and we'd be could never do that again.

AP I'd like to make a warning. We need more films that look at where we came from as Americans. I think we're living extremely rhetorically.

FAQ At the end of *Marathon*, Woody Allen lies on the couch and makes a list of the things that make life worth living. What would those things be for you?

AP A very good vegetable soup. Peter Sellers in *The Party* will *After the Fox*. Santana's *Adrian*. The light in San Francisco when it's at degrees and everything's crisp and vivid. *Knock-Out*. The ending of *City*.

Light: Natural light (daytime). Midwestern
American culture. They did not see each other.

And won't tell you how I acquired it, but I have one of Europe's best ties.

»Three More Books for Your Shelf: *Unleash the Power of Your Mind* by Dr. David R. Hawkins (Warner, \$22) is a guide to the power of the mind. *What Should I Do with My Life?* by Stephen R. Covey (Warner, \$22) is a guide to the power of the mind. *How to Succeed in Business Without Really Trying* by Robert K. Healy (Warner, \$22) is a guide to the power of the mind. *The 7 Habits of Highly Effective People* by Stephen R. Covey (Warner, \$22) is a guide to the power of the mind.

Man at His Best Culture

Oz Infinitum

BY TOM VINTANA OZ CREATOR
& LEE TENGELIN OZ ACTOR

As the last eight episodes of the approach, viewers have been concerned about what will happen to the characters as the gang hits prison drama in prison. We've hope to announce the following spin-offs, which will premiere throughout 2003 on broadcast TV. Here are exclusive peeks.



1. **Three's Humping Me** Cyril O'Reilly gets raped each week in different yet hilarious ways by his roommates. Suzanne Somers costars.
2. **Welcome Back, Keller** Chris Keller gets a job in an all-boys prep school. Nudity ensues!
3. **Just Shave Me** An edgy George Segal brings his recently paroled illegitimate son, Vern Schellinger, to work at his new gun magazine.
4. **Worales in the Middle** The Latino gang leader is adopted by a dysfunctional WASP family and fits in limbed easily.
5. **Oz, Nevada** The prisoners gang-rape Ben Affleck in order to keep him from producing more TV shows.
6. **Enemies** Each week, Ryan O'Reilly kills off another cast member of *Friends*.
7. **Pecker** Jay Hoyt wonders why it burns. Ted Danson costars.
8. **Everybody Loves Remando** Sister Pete moves in across the street from Don Roberts and Peter Boyle. Hilarity ensues!
9. **8 Simple Rules for Raping My Cellmate** Miguel Alvarez frets over the dating habits of his attractive young cellmate.



Big Important Book of the Month

FORMER HIGHLY RATED Hollywood TV writers actually have a conscience! The preview for Richard Price's new novel, *Samaritan* (Knopf, \$25), seems so timely as to be nauseating. A showbiz guy named Ray who's locked a nasty code book returns to the gritty New Jersey exterminator school of the youth to teach runaway young people of color. Just before you can say *Dangerous Minds*, Ray gets the idea kicked out of him. But he won't say who did it, not to the female cop who's investigating his case, not to his daughter Rudy because he's such a clean nice guy (or maybe he is, or wants to think he is).

Meet *Price*—father of *Checkpoint* and *Presidential*—or can he, a fine writer. He writes amazingly fierce good dialogues, to good as Elmore Leonard's possibly better, and can be adept at complex characterization. Ray dips with grace, he's a villainous villain who can't really comprehend the selfishness of his so-called personality. *Samaritan* is an addictive book, but you can't help but feel as if someone is saying to you, "Look, I'm not a writer, I'm a reader. I don't know if this is good or bad, but I can see the movie already." —ADRIENNE MILLER



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For the second time, **CHARLIE KAUFMAN** and **SPIKE JONZE** have teamed up to create a movie that is both fun and genre-stretching. Thanks. **PLUS:** An early read on the controversial Hitler movie Max.

The Screen

BY TOM CARSON

>>>>

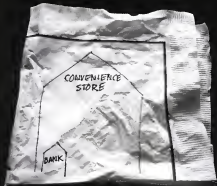
As in *Adaptation*, Nicolas Cage plays screenwriter Charlie Kaufman and Kaufman's wife is also on set. *Grade: B*

Increasingly Berserk Developments

PEOPLE THINK THAT movie reviews have it pretty much because we generally do, but believe me, trying to describe *Being John Malkovich* was a pain. I don't think I've ever felt as helpless as I did while groping for an enthusiastic summary of screenwriter Charlie Kaufman's lousy premise. "After finding a secret portal into actor John Malkovich's head, an embittered puppeteer starts selling tickets." (Oh, yeah—and it's brilliant, info. Really? By the way I hit "Read.") I barely loved Charlie Kaufman. He had no clearly born put on earth to draw me in.

So I take comfort in thinking that he drives home a point, too. The evidence is *Adaptation*, his second movie with Malkovich's wacky director, Spike Jonze, in which Nicolas Cage plays a piously screenwriter named, what do you know, Charlie Kaufman, who's coming apart as he struggles to write an acceptable screenplay from New Yorker writer Susan Orlean's queer real book *The Devil Went Down the Highway* of 1997. John Malkovich, who wrote Orlean's book, is also on set for poaching Florida's endangered wild orchids.

Copywriting instructions, Charlie is showing his clips with a suddenly more confident air: a twin brother named Donald (also Cage), who finds writing's allurements. When Donald, like his spirit of absurd rural gaudiness on appliances, sees his lack at his brother's craft, his



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(10 THINGS You Don't Know About Women)

By Cheryl Hines



1. All women love to be referred to as "m'lady." As in, "Would you like another beer, m'lady?"

2. We imagine all guys are a little bit angry when they masturbate.

3. When we start dating you and we're "holding out" the amount of time we wait has nothing to do with love, we're hoping to lose ten pounds before you see us naked for the first time.

4. When we're out to dinner with you and you leave the table, we basically pick up our plate and shovel in as much as possible. When you return, we resume the old "I'm so overwhelmed by all this food, I can't even touch it right now" routine.

5. Every time we get a bikini wax, a little bit of our soul is ripped out. But you know how it feels. You go through the same thing when you get your back waxed. — Oh, wait a second, wrong magazine. You don't know how it feels.

6. We know that we can instantly intrigue you by memorizing one stupid fact. For example, we're at a party and you and I are talking. The conversation goes something like this: ME: That's so interesting that you make your own soap. Did you know that camels have three eyelids? you: Wow! What are you doing Saturday night?

7. If you have a vanity license plate, you will get bad only by women with long, fake fingernails who describe themselves as "classy."

8. More often than not, we use an adjective before your name when we talk to or are friendly about you, as in "squishy Steve, flaccid Frank, freak-show Charlie, or Porflect Paul. Makes you wonder, huh?

9. All women like getting paid for sex.

10. Everything sounds better when your mouth is near to our ear and you whisper it. Everything from "Sorry about the smell" to "I'm going to love you forever, m'lady!"

Cheryl Hines stars in *MTV's Curly Hair Extravaganza*.

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WHO WON IN HOLLYWOOD THIS YEAR, who lost, and who didn't know there was a game

The Industry

BY KIM HASTERN >>



Toe Tags of 2002

IN ENTERTAINMENT—*celebrities*—It's been a good year for losing. Many have lost so publicly and spectacularly: Usher, Mimi, Mos Def, Steve Coz, Bob Pittman, Michael Ovin...) due there's no point in hunching their further. What's surprising about the anxiety and estrangement of 2002, is the number of people who've actually had a good year. And others who may still save them with a winning card. Here, then, we look at the winners and the losers' misadventures.

WINNER OF THE YEAR: LITTLE MOONIES. The CEO of CBS has put the net-work back on track and kicked off a franchise with *Law & Order* gone wild with the improved CSI. He lost Joe Abruzzese, his head of sales, to Discovery, a sch-pendeelement that prides itself as a success in a post-networked future. "Law and order employees don't share my vision as well," but Moonies has moved CBS from loss to having the largest audience on TV—and even to the verge of happiness.

LOSING OF THE YEAR: JERRY LEVIN. "Jerry not only lost his life but his reputation," says a former trade chairman. "He will go down as the architect of the worst deal in history."

The man who led that Levin deserves a little more recognition for engineering the sale of Time Warner to AOL and the subsequent plunge in the new company's stock price (which cost him his job). Levin did not lose his pocket by selling stock when the selling was good, as others at AOL. Time Warner did. (In fact, he borrowed against the stock.) And rumors abound that he's in tight financial straits. Those who know him say Levin said his wife has been lavish spender. They reported to have been in New York, Santa Fe, Montreal, and Key West. In fairness, they have also been generous to charity.

Rumor 1000 chief Michael Ruchs, who was sacked by Levin seven years ago, is frustrated that Levin has managed to

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"I'M A KILLER," says Fuchs of Robert Hughes's scalding e-mail to Levin, "but that stopped my heart for a minute."

The Industry

deluge some of the crookedies at AOL by "quarantining" just before the true dimensions of the disaster became apparent. "Typically he headed into crises as a massive lie—that he chose to ignore," Fuchs says, adding that he watched incredulously as Levin did the talk-show tour after announcing the plot. "I know him so well, I could see from the body language that he was full of shit."

Nevertheless, Fuchs says even he was amazed by the reaction to a e-mail that Time art critic Robert Hughes supposedly sent to Levin (first reported by Time) in which Levin was told to "quit AOL, or I will sue you for the rest of your life." Levin, he concluded, "I don't know who advice you have to offer, but I have some for you. Stop screwing people, quit the back, find your soul, and hang yourself. If you had any honor you would."

"I'm a killer, but that stopped my heart for a minute," Fuchs says.

What does Levin say about all that?

For one thing, he insists he never got Hughes's e-mail. "I don't know where that came from," he says. "I'm very supportive of him, and I don't think it's appropriate to send it to a e-mail in the press."

As for the speculation about his finances, Levin acknowledges that he rode the AOL stock all the way down, and that some of his properties—including a California vineyard that he has sold—were bought with producer Arnon Milchan's—now failed—"I never cashed in," he says. "It is what it is. I'm not doing that well financially these days, but I'm not hungry."

Levin declines to say whether he was in fact pushed out at AOL, though he clearly gives little credence to a published report that Ted Turner salvaged the board notwithstanding Levin. Levin pointedly observes that he has announced says he is "retired." And whenever he is asked what he was doing that day, he says that he was "not there."

born through his departure.

Levin shrugged off many high-level executives in his day, but the last one he wants to eliminate seems to be Jerry Levin. "I don't want people to view me as a CEO type or a former CEO, but as somebody who's pretty much in the same period I was forty years ago," he says. "I was don't know me. I was a kid from Haverford College who always wanted to write or teach."

Levin says he will write a novel as people can get to know the person who was expelled from his corporate life. He won't describe the book in any detail, though he says it's not a roman à clef. It's not clear whether he plans to publish the book under his own name. But he feels his creativity was still at during his tenure as a CEO and senior executive. "It does take the pleasant jokes out of you when you're 24/7," he says. "If your output is all in the form of e-mails, memos, and carefully constructed speeches, you get the creative quality taken right out of you."

No doubt, Levin's depiction of himself as a past master will be a hard sell to many of those who were financially devastated by the merger with AOL. But Levin says he is happy to come out on top of the deal that has been so widely derided. "I have trouble giving my responses to simplistic analysis," he says. "What he is saying is simplistic." "I'll make a mistake, history will demonstrate that I've made many mistakes. [But] I really believe in the future of this high-speed Internet world."

THE ETERNAL WINNER: Barry Diller He has not yet brought his Viacom Universal play to its conclusion, but give him time. At worst, he's expounded a deal that gave him 1.9 percent of Viacom Universal Entertainment's worth a guaranteed \$275 million, and earned all of its assets, all while retaining control of his Internet company. "Nobody's made a deal quite like it," says Universal veteran. "It's hard to imagine a bigger winner."

THE TWIN TOWERS: Peter Cherin and Mark Karpman The business with such a paucity of talent at the executive level, even the appearance of competence translates into billions. Since Fox and

Viacom are far less screwed up than the competitors, their respective presidents—Cherin and Karpman—look great. Their names appear on the shortlist for every top job that needs filling. Cherin has a reputation for keeping himself centered with Tufes, but at least he doesn't scare people the way Karpman does. He's reputation for toughness is such that potential suitors—specifically Disney and AOL Time Warner—seem to be frightened off.

THE SAUBERHAUT AWARD: Fotofest In 1995, the German-owned film festival, played about \$100 million into AOL, one of the most expensive and widely advertised box office. Apparently those wounds thought it was a good idea to pay Microsoft \$25 million to use its Windows software commander—without success, no less. Its parent company also took over the rights to the film. And the upcoming long-delayed Martin Scorsese epic, *Gangs of New York*, and Internet media has attracted heavily in the Internet's expensive television.

Such facilities he has made it that much harder for producers to find movie revenues. And of course, that means we're all losers.

THE WORST WINNERS: Warner Animations They had a short good time when DreamWorks launched its war with Disney. But now traditional hand-drawn animation seems a thing of the past. "There really is no such thing anymore," confirms DreamWorks co-owner Jeffrey Katzenberg had said he hoped that the introduction of the Oscars would keep the form alive. But the studio came up lame. "For the animation community," says top department head, "it's like *The Jerk* Singer has played."

THE SURVIVOR: Ron Meyer When Edgar Bronfman Jr. hired him to run Universal in 1996, it seemed like fully Bronfman had tried to hire Michael Oref, and Meyer—who opened very much in Oref's shadow at Creative Artists Agency—was a surprising second choice. "I would have bet Williams against [Meyer]," admits one prominent manager. "I would have [continued on page 106]."

By Buddy Hickson



"There are no very talented. Only... Oh, please! What's your focus on with a change?"



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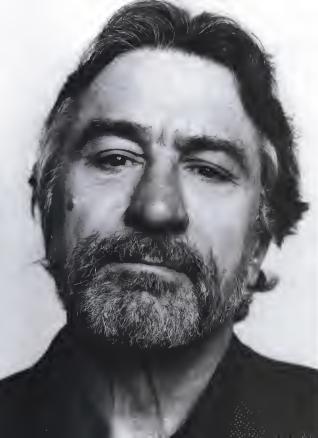
apparent. Equally so, the joyful realization

that to discern the twenty-seven remaining nuances

may require a bit more than a single drop.

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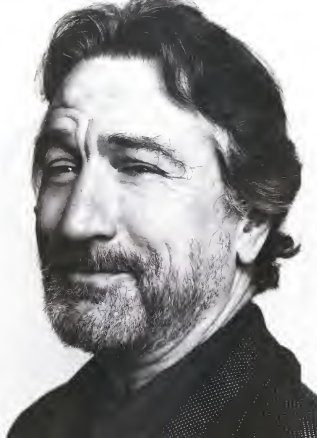


Esquire

Our second annual collection of wisdom, wonder,
and wild foolishness from eleven extraordinary lives

What I've Learned

"Success is not built on success. It's built on failure. It's built on frustration. Sometimes it's built on catastrophe." —**Samuel Beckett** "One day you wake up and you're old as shit." —**Chuck Barris**
"Deep Throat? I have no idea. That's the least of my worries." —**Gerald Ford** "There isn't a day that goes by when I don't think about my brothers." —**Ted Kennedy** "There's a good chance that if you're talking to me when I'm snoring, it means I'm bored." —**Garry Shandling** "Money makes your life easier. If you're lucky to have it, you're lucky." —**Robert De Niro** "On a hot dog? Mustard, relish, onions, and jalapeños, too. No ketchup." —**The San Diego Chicken** "Anything that got to do with a pig, I ain't eatin'." —**Ice Cube** "The final frontier may be human relationships, one person to another." —**Buzz Aldrin**



Robert De Niro

1. **What is the main purpose of the text?**

When I was a teenager, I went to the Dramatic Workshop at the New School. That school had a lot of writers under the GI Bill—Rod Serling, Henry DeLaHente, the generation ahead of me. I went in there and the director said to me, “By the way, what do you want to be an actor?” I didn’t know how to answer, so I didn’t say anything. And he said, “To register your act?” And I said, “Yeah, yeah, that’s it. That’s mine.”

We used to roller skate. We like these super-up, built-backs that have today. Kalle skates with ball bearings. We'd hang on to the back of a truck and go for a couple of blocks until the streetlight turned red and the truck stopped. The one day they changed the lights to a stagger system. So we didn't know. All the lights changed at an interval of one-half mile so you could go twice or three blocks without stopping. Suddenly, I'm stuck on the back of one of these trucks, and after four blocks, I'm realizing that the next light isn't going to occur. The driver drives to the truck, you're outside back. You just go clear but no help hanging on all the time. There are things you do when you're a young girl, you realize how stupid that was. I don't want to say "New York's a great place to visit, but you gotta be smart to live there." I just thought about other places.

Some people say "New York's a great place to visit, but you gotta be smart to live there." I just thought about other places.

you have no idea that years later people on cars will recognize you on the street and shout, 'You talk to me!' I don't remember the original script, but I don't think the line was in it. We improvised. For some reason it touched a nerve. That happens. **Marty Scorsese** looks it. He's open to unexpected happenings that—this is irony was of saying a—on that voyage. He takes it as is, and he's not afraid to try them.

There's no such thing as not being afraid

Money makes your life easier. If you're ha-

I had a meeting right after they left the World Trade Center. I went to my apartment, which looks awful, and I was kind of on my wits. I could see the line of the screen the North Tower. I had my binoculars and a video camera—though I didn't want to videotape. I saw a few people jump. Then I saw the South Tower go. It was a weird, I had to confirm it by immediately looking at the television screen. CNN wasn't there. That was odd, like to me it was it felt like I was wrong. My screen said "the world's watching the towers fall." I didn't have a problem with anyone. Because when you go on a audition, you're rejected already. There are hundreds of other actors. You're behind the curtain ball when you are on a show.

At this point in the contest, I don't have to deal with and have no

IN THAT Speed has become a virtue during the filming of *Blade II*. When you're younger, you feel that's what you need to be to help you stay in character. When you grow older, you become more confident and less intense about it—and you can achieve the same effect. You don't have to be able to achieve more if you take your mind off it because you're relaxed. That's the key to it all. When you're relaxed and confident, you get good stuff!

The hardest thing about being famous is that people are always next to you. You're in a conversation and everybody's agreeing with what you're saying—even if you say something totally stupid. You need people who can tell you what you don't want to hear. Movies are hard work. The public doesn't care that. The critics don't see it. But there are a lot of work. A lot of work.

When fridirecting a gear disengage scene, part of me is saying, "Thank God I don't have to do that." Because I know how fucking hard it is to set. It's the middle of the night. It's freezing. You gotta do that scene. You gotta get it up together to that point. And yet as a director, you're got to get the actors to that point. It's harder the other way.

What's the difference between a memoir and a family history? That's a good question. Hey, you interviewed Al Pizzano. How do I know that? When a parent dies, it's the end. I always wanted to chronicle the family history with my mother. She was always interested in that. I asked some researchers I'd worked with to talk to my mother, but my mother was a little senile about it. I know she would've gotten into it. It would have been okay with my father, too. But I wasn't here, and I didn't make it happen. That's one regret. I know I didn't get as much of the family history as I could have for the kids.

As you get older, the more complicated things get. It's almost therapeutic to be doing simple things with the kids. If you don't go, you'll never know.

INTERVIEWED BY CAL FOSSMAN // Photographs by Dave Jones

What I've
Learned

Ice Cube

[Rapper, actor, writer, 33, Los Angeles]

Truth is the ultimate power. When the truth comes around, all the lies have to run and hide.

A rapper is an observer of people, a mirror of the world around us. Mine that up with a whole lot of ego since you're not.

Look at the rap page like the NFL or the NBA. It's a young man's thing. You start getting my age and you're looking a little like Jerry Rice. In race, I'm gonna put the nikes down.

South Central. It's the club-in-the-buskin syndrome. You are the surface, you want to tell everybody else that you can't really help people until you get out. Once you're out, you can reach down and help the others. But if you reach down while you're going up, you'll get pulled back down.

My father taught me that you attract more heat with honey than vinegar. I use that advice some time. Sometimes I don't. Some people don't deserve it.

When I was about twelve, I used to talk to my older brother's female friends. He was always saying that I was trying to act cool. One day he was inventing one, saying, "You think you're an ice cube?" You can't be an ice cube!" I started acting like a badge.

When I became a teenager, all the neighborhood programs started to dwindle. After-school programs. It seemed like nobody cared anymore. Nobody cared about making sure kids had something to do when there wasn't nothing to do. From there, you started seeing crimes increase in the neighborhood. There was a lot of fighting, a lot of killing, a lot of hand-to-hand being torn up. You couldn't escape it. "Police got such and such a thing!" And we'd all go over there. The dude is shot! And we'd all be out of the kid and what that was about. By the middle eighties, we were scared and we were about a lot of shit. That was the birth of N.W.A.

It's just somebody pushing something off his chest. That's all it is.

The Obsolescence. Go to a home in the neighborhood and it'll be just as entertaining.

I don't think you can truly, truly enjoy what life has to offer when you're hounded by the day-to-day pressures of. How am I going to pay this bill and feed my family? By not having these burdens, I'm able to enjoy life to the fullest. It makes me feel free.

When I got about fourteen or fifteen, my godfather was in and ran me up against the wall one time just to let me know who was boss. I didn't even know I was doing the same way. Trust me, they'll have a better understanding of the world. Kids are always going to test their parents, it's natural. It's the parent when you go past the test.

Citizen Kane—that's a movie that people probably don't think I love.

I was happy. O.J. got off. I never believed he killed her. But if he did do it, he used the system because it's supposed to be used. I do respect so many brothers on the other side—only they didn't have the money to get a lawyer to prove their innocence. Why should the people who don't believe he was innocent be angry? You set a system, and when it doesn't go your way, you get mad at the system? The system is there to hurt you. Why can't it be there to save you?

When I was six, God was with me with a big beard riding on a white cloud. That's the image television paints.

First time I had eyes on my wife, what went through my mind was, "That could be my woman. It was the Fox Hills Mall in L.A., 1989. August 3. I was an unknown member of N.W.A. then. Am I happy I met her before I became known? Hell, yeah. I know a lot of famous dudes who are bastards, and they're more noble. The parents got old. They don't know who to trust. They think they've got somebody, and after a few months the real person comes out. It's just a mess. To be with somebody who supports you 100 percent, it goes to my head. In my head, I go, keeps the house up—she's the perfect mate. And she can handle things when I'm out of town, never fails again. She's tough. All these qualities—man, I'm lucky.

I'm the exception to the rule. Most people are gay, my rules, or struggling.

The best thing I've done with my money is buy a house for my family. You wake up in a house you love and you feel like somebody.

Anything that got to do with pug, I don't want.

I know there's a thousand more Rodney Kings out there, before and after. That one just got caught on tape. That's just a piece of what happens in the neighborhood when the camera's not around.

I like what I do. You like it, great. You don't, go home to somebody else. I'm stickin' with the people who stuck with me.

My real name is O'Shea Jackson. That's me. Ice Cube is the piece of me that I give away to the public. I don't want to give all of me away 'cause I need it there nothing to upset!



INTERVIEWED BY GAIL RUSSMAN // Photograph by Bryce Duffy



What I've Learned The College Sex Columnists

You want to know the facts of life? The really explicit facts of life? Pick up a college newspaper. Your average self-respecting senior sex columnist knows a college student columnist who will tell you about the best, the best, and the significance of anal sex. We've culled the following up online from the columns of *Wombat's Weekly*, Yale University's *GO*, *Magnum* at Barnard, *University of Kansas* '03, *Texas* and *Rachael Klein*, *University of California at Berkeley* (and *Q*) and *Yvonne K. Polk* (and *New York University* '03).

Like it or leave it!

Take naked pictures show your faceless... for you own 800 number.

You wouldn't put something in your mouth if you don't know where it had been, why would you do that with your crotch?

These shirts always take their neck off!

Leg hair is rarely, chest hair is rarely, but mouth hair can apparently only be expressed on one side of the body because according to my sources, one side, one hair and hair hair are unacceptable.

I have received a great total of one gift for Valentine's Day. It's not from my parents, because since they discovered that I write this column, I no longer receive gifts from them.

My one given hand, jolt anyone? I've asked around. I find this highly alarming. I understand that this might seem a little strange. I mean, most girls do not even know how to give hand jobs.

Send the instructions that come with your cock ring. They're certainly more extensive than the ones for your VCR.

If you are a bra with a float strap, it's best not to say "Oh, cool! A float strap! I love that!" You sound stupid.

You're always five with them, seconds left in the game. This is going to be amazing. You're screaming at the top of your lungs.

The quarterback sends a long smooth pass to the end zone. Your sister screams her lungs out. The ball is sailing straight toward him, he waits in the end zone for his moment of glory. The ball's flight is interrupted as it grazes his fingertips and falls to the ground. He's missed it. You stop screaming. You finish being a good sport. You stop screaming. You're disappointed. No matter how loud, how convincingly you cheered, you didn't get yours. This is exactly what taking an orgasm feels like.

If you are a male and you like oral penetration, it means no more than the fact that you like anal penetration.

Bad sex is only bad if you let it be.

Fact: There are girls who can orgasm from breast massage.

There is no absolute way to know if your girlfriend is taking an orgasm. She could be screaming like a banshee, digging her nails into your back, screaming herself around you like a cobra squeezing its prey, gasping "Harder, harder!" between breaths... and just be putting on one helluva show.

Water is sexy. People who are wet look irresistibly more erotic and appealing than people who are dry.

Contrary to popular belief, it takes more than the push of a button or a bottle of herbal essences to get a girl to climax.

For only orgasm is given quite a bit more pleasure than "fucking more, repeat."

An unfamiliar bed can make you appreciate a friend or partner and it often better than a familiar bed with an unfamiliar partner.

Penis. It turns on to sex you turned on.

Sniff! has a mysterious way of getting into absolutely everything at the beach. Complete things more by rolling around naked in the surf and you'll be digging particles out of places even you didn't know you had.

It may not be a great idea to judge someone based on a flap of skin.

If you want to watch porn, that's your business, but I wouldn't be taking notes down for indecency tips.

Always leave condoms around. It's not possible to guess, it's necessary. It's like your quart of milk. People always buy milk, even if they don't. But it becomes what doesn't buy milk? Some with condoms.

I can't tell you what losing your virginity should be like.

Men's fashion is a word and not so easily assessed. Most guys are age eighty their clothing much like they enjoy their women on one clasp, easy to take care of, easily replaceable, and, above all, easily reasonable.

What makes sex funny and love not? Love is anxiety. There are no jokes about people falling in love, but there are plenty about people getting laid.

A wink. I once met said, "There's a wink and pang to giving head, the yin being the mouth, the yang being the hand, and tragically, girls never have enough yin."

It's only an opinion. It is not an expert. Never say I was.

COMPILED BY DANIEL TORRAY AND GENEVIEVE J. ROTH IV. Photograph by Brian Welter/cherika

Garry Shandling

(Comedian; actor; age: It didn't matter until now; Los Angeles)

I'm more handsome than I am.

You've born a heterosexual. It's not a choice. What would choose that? The girl, the choice... and do you think I'm happy having her here a divorcee?

Call me old school, but I miss the cold war.

Men who betray women also betray other men. Women shouldn't feel so special.

There is a good chance that if you're talking to me when I'm sleeping, it means I'm bored.

Gossip like us.

I started boxing for exercise, and on the very first day, the trainer got in the ring with me and said, "Whoever controls the breathing in the ring controls the fight." I immediately passed out.

I had a car accident when I was twenty-seven in which I was nearly killed. I had a vivid near-death experience that involved a voice asking, "Do you want to continue leading Garry Shandling's life?" Without thinking, I said, "Yes." Since then, I've been stuck living in the physical world while knowing, without a doubt, that there's something much more meaningful within it all.

That realization is what drives my life and work.

Being a professional actress is tough. Especially if you're up for the same part.

Love is not enough to save a relationship.

My mother did the best she could. Sorry.

Depps are not people. He's one of my women who refers to her dogs as her "kids," because you'll only end up paying for their schooling.

I remember when I was a struggling comic appearing for the first time in Las Vegas. Don Rickles came in to watch the new guy. Afterward, he came backstage, and I asked him if he thought I was funny. He said, "You know what you're funny? You don't have to ask." And he was right.

Sometimes people like farming. Especially the ones made with frozen yogurt and glue.

Or still in hiding something. Otherwise, why wouldn't he use his last name?

Everyone at a party is uncomfortable. Knowing that makes one more comfortable.

Nice guys finish last. If you don't know that, then you don't know where the finish line is.

The best television series ever is probably *The Twilight Zone*.

Some people can take it their whole lives.

I never listen to the adjectives of my shrink sessions because the audience is usually so bad, I can't tell which jokes work and which ones don't.

Sam Hanna seems to know exactly what he's doing.

I once saw an elaborate landscape in a gallery drawn in pencil, that took my breath away. Then I realized the artist probably didn't have enough confidence to use a pen.

A woman once asked me to sign my last T-shirt right across the chest. It only occurred to me later that she may have misread me.

Nothing can succeed and last without teamwork.

I was anxious and depressed the last day of my time. I didn't need 9/11 to realize that in life, anything can happen. I've been on a state of alert since high school. Code gray!

Imperviousness. Imperviousness. Imperviousness.

Intellect without heart scares me.

Buddha didn't get married because his wife would have said, "What are you going to sit around like that all day?"

The problem with the Pledge of Allegiance isn't the "God" part. It's the "pledge" part. Does a child know what kind of commitment he's making, and to whom, and at what cost?

I'll never agree to make another list like this one.

Photograph by Ben Winters



Ted Kennedy

What I've Learned

[Senator from Massachusetts, D, Washington, D.C.]

If I could have a second wish with anybody, living or dead, who would it be with? My brothers who left too early. My sisters, my parents. I always missed the times when we were together—and there weren't that many times when we were all together—in the happiest times. There'd be magnificent conversations. It would be blueberry season, and my mother would ensure that we'd have blueberry muffins. We'd have blueberry pancakes, we'd have blueberry pie. We'd have blueberry everything. **There isn't a day that passes** when I don't think about my brothers.

My father would say: "Be the best you can. And then the hell with it." He always looked the other way rather than the final grade. **When I was seven,** I had the honor of receiving my first half-consciousness from the page when my family went to Rome for his coronation. There were seven seats allocated to the United States and each of the major world powers. My parents arrived at St. Peter's with nine children. So there were eleven of us in seven seats. I, being the youngest, was squeezed in the far end of a very small bench. I remember one of the central thoughts I had during the whole ceremony: being squeezed in but still not being squeezed. That had a lot of significance to me over the course of my life.

When I was a boy, I used to look up at the sky at night and stare at the stars. I thought they were little people in a big cosmic grid that the bright light that came through was really beaming on the other side.

My mother was the only teacher for our family. The gift of truth came from her. **There are** too many people being left behind, and left out.

I like to have two days in my office. A week, here, is wonderful company. He's got a great personality. It's been known to bark when people speak too loudly or for too long. Some have noted that we also have a permanent member of our Democratic party caucus so that speeches will be shorter.

My favorite restaurant? Duckie's Diner. I think. Better not say that. Besides, that's not a restaurant. **Maize!** Legal Sea Foods. **You must** be prepared for good luck.

If you make a mistake, recognize it. Learn from it, and move on.

A good marriage is loving someone in a lot of different circumstances. Respect for them and their viewpoint, ideas and the life that they're leading with you. Shared values and interests. A good sense of humor. And a little vulnerability along the way.

I said that I knew the first time I met my ex-wife that she's brought out a picture she had worked in my office as an intern years before I thought I knew her for the first time. So it wasn't really love at first sight. We still have that picture. It says "The Vito." Thanks for your work." And it's signed Ted Kennedy.

I got up very early in the morning. I enjoy the questions, the willows, the comets in the winter and fall. It's a special time. **Having a child** with cancer reaches to the very depths of your soul. Particularly because there is a little you can do, yet certainly more that you can do now than when Teddy had it. We were fortunate to have access to good health care. Secondly, fortunate to have health insurance. Many of the parents I met at the hospital had children who were getting a similar treatment. "The treatment was to last for two years. Some parents sold their houses to pay for it. Some could only afford twelve or fourteen months of the treatment. They were asking the doctors, "What percent does that reduce my child's chances of being able to survive?" So, you ask me why I'm for health care. I didn't need a reason before, but that's a reason I'll never forget. I'm continually fascinated by those who make a big difference in life.

When you're sick, faith is a very powerful factor and force in helping you look for the hopeful aspects of life. It gives you a sense of purpose and resolution. It's a matter of great faith and strength.

For me and my children was the three presents we got on birthdays and holidays—and I do the same—closed to shared experiments. Set up there on the wall? That picture of me and Patrick sailing. Patrick was a boy at the time. The boat is being blown very hard. You can barely see him because he was sick, but he's sitting next to me and being carefully protected. He accompanied the picture with that note—a quote from one of my speeches: "Should the same come, we shall keep the radder true."

There were nine Kennedys. Thirty-two in the next generation. And only two in the next generation. Forty-four of those thirty-two are aged thirteen or younger. I'm very blessed. I took forty-two of them camping last summer for two days. We had a great time, but, well, what's the best way to say that? I'm not sure when we're going on the next camping trip. ☺



INTERVIEWED BY CAL FORDMAN // Photograph by Gerald Porter



What I've
Learned

Heather Locklear

[Actress, 41, Los Angeles]

You can't keep changing men, so you settle for changing your lifestyle.

The older you get, the further from the camera you need to be.

Sex appeal is not a purpose.

Anybody can say she's an actress. It's another thing to get a job.

With a permit, it's always go. You want to be there, but you kind of also want to be here.

If you don't want to do something, you should say "I don't want to do it."

One man is not enough.

You have to be very careful with women friends.

If you don't know it by now, you never will.

You just have to forgive them for being mean.

Keep it simple, stupid.

I don't date rock 'n' rollers. I just marry them.

Fans of mine, if they watched T.J. Hooker or Dyna-Guy, they're fans of Heather Locklear.

If they call me Beverly 36 of Anamula, they're fans of the show.

It's more fun to be bad than to be good.

Women who are in book clubs are really just there for the alcohol.

Being Moral makes you stand out.

Fathers get older as they get older.

Mothers: No matter what, you'll never be appreciated.

Men: The bigger the better. Do I dare say that?

Being selfish is not so much fun as being selfish.

I love outrage. It covers everything.

Better to have longevity than to be a flash in the pan.

People confess to make the mistakes feel better. It's not for the other person.

What I know about heaven is that it's not here.

Bedding is important. So are hair products.

There is no such thing as a closet that's too big, no such thing as too many shoes.

Apparently, guitars are more valuable than shoes.

Weights give you focus.

Not working is under-erotic.

The less jewelry, the better the marriage.

I love being in my pajamas.

If you didn't have parents, who would you blame?

It takes too long to get back in shape.

It seems like everyone can wear low-cut jeans. Or maybe they just do. There's an appeal to a fashion woman who looks good.

It's that—or think she does, anyway.

Heaven? I'll tell you what I've learned about heaven: They're sticky when they're on your nipple. I'll tell you why I say that.

On ABC they don't like you to have nipples. But every time we'd do a spin City they'd have to keep it very cold because that's

an audience and they have to keep the audience awake. Well, if the audience is so M, imagine a woman. They have these flowers

now, they are shaped like flowers with sticky on the back. And you stick them on.

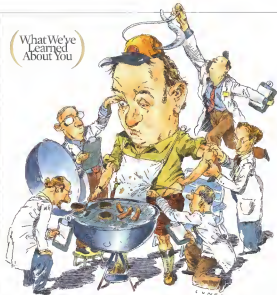
In television, once you cement the relationship, there's nothing to look forward to.

The truth always comes out.

There doesn't need to be a Heather Locklear show.

INTERVIEWED BY MIKE SAGER // Photograph by Stephen Dantasia

What We've Learned About You



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Reagan's the greatest, but Carter gets more respect. Julia Roberts is the sexiest, Bill Clinton the most loathsome. Clinton tops the second-most ridiculous. It's Madison over Miller, sex over show jobs, and—surprise!—Dore in '94. Oh, and Emmit: it's a raucous (but "politically" correct) Harvard University student who's just a little bit of a jerk.

1 If you were an ailing, charismatic woman, would you sleep with the man you are today?
Yes in heartbreak: 60%
Maybe, but I'd need some caping: 44%
Highly unlikely: 52%
Not if we're the last man on earth: 2%

2 The best star whose movies you like:
Dorothy: 44%
Redding: 30%
Rebel of the 70s: 12%
The Phantom Menace: 2%
Attack of the Clones: 2%

3 Have you ever cheated on your wife? (Percent agree shows reflect married respondents only)
Yes: 22% No: 78%

4 Which of the following Democrats would make the strongest presidential candidate in 2004?



5 How much is too much to pay for a pair of underwear?
\$2: 6%
\$5: 16%
\$10: 26%
\$15: 16%
\$20: 27%
An adequate pair of drawers is a priceless thing: 14%

6 The perfect scenario are small firms perky: 16%
mediums rampant: 45%
larger companies: 12%
high industry: 3%
none: 2%

7 Your son or daughter tells you he or she is gay. How much will you support?
49% support
32% concern
13% dismay
4% disgust
1% no answer

8 SNAP QUIZ: The war cry "Remember the Alamo" was first uttered during which conflict?
The Battle of San Jacinto: 44%
The Battle of San Antonio: 29%
The Alamo: 14%
The Texas Revolution: 2%

9 Is America funnier today than it was forty years ago?



10 Before the end of 2003, will there be another attack on the United States of the same or greater magnitude as the attacks of September 11, 2001?
Yes: 26%
No: 56%
No opinion: 12%

11 How many times have you been to a doctor's office?
10 to 20 times: 12%
4 to 7 times: 3%
8 to 10 times: 1%
More than 20 times: 3%
Never: 31%



12 Is there a...
a cat: 34%
a dog: 4%
a fish: 20%
a bird: 42%

13 Generally speaking, are you happy?
Yes: 32%
No: 12%

14 A year from now, do you expect to be...
less, or as financially comfortable as you are today?
More financially comfortable: 44%
Less financially comfortable: 5%
As financially comfortable: 34%

15 As a kid, were you a bully or were you bullied?
Bully: 4%
Bullied: 29%
Neither: 51%
Both: 12%

16 For which of the following presidents do you have the most respect?
Jimmy Carter: 30%
Ronald Reagan: 23%
Bill Clinton: 20%
George W. Bush: 13%
Gerald Ford: 4%
Dwight D. Eisenhower: 3%

17 When it comes to trousers, do you prefer...
pleats: 47%
no pleats: 47%
Do you believe in God?
Yes: 26%
No: 12%
No opinion: 11%

18 How much of your paycheck do you save or invest?
10 to 20 percent: 3%
20 to 30 percent: 18%
0 to 10 percent: 34%
10 to 15 percent: 2%
16 to 20 percent: 2%
More than 20 percent: 16%
None: 39%

19 SNAP QUIZ: How many Alphas were a legendary brotherhood that dominated the 1920s?
The number of the cotton gin: 3%
The number of the cotton gin: 3%
The number of the cotton gin: 3%
The number of the cotton gin: 3%

20 Even if success could be guaranteed, how many American celebrities would be an unacceptable number to sustain in a campaign to overthrow Saddam Hussein?



What I've Learned **Sumner Redstone**

[CEO, Viacom, 79, New York City]

There is no question you will ask what I will not answer.

You have to fight for the last penny. If you don't fight for the last penny, you might lose the last two million. I was born in a tenement. The bathroom was not in our apartment but down the hall. This began with you. I went to Boston Latin. It was run like a private school, and it had the best kids from all around. The competition was equal. I was working day and night, without a nap. I graduated first in my class. After Boston Latin, Harvard was like kindergarten. Success is not such an obsession. It's built on failure. It's built on frustration. Sometimes it's built on catastrophe.

The only thing that counts is competence. Not race. Not gender. Competence.

I argued a very important case before the Supreme Court in the 1950s. I came up with a whole new theory on antitrust and won. As a result, people got out of prison all over. Not long afterward, I went to Las Vegas. The word had spread, and I ended up having dinner with Gus Greenbaum and his associates. They offered me anything to represent them, but I wasn't interested. A short time later, Greenbaum was found stabbed to death. Evidently, I made the right career decision.

It's fair for people to question how much a CEO is making. But they should question the companies that fail. In the companies that have a great management team, they should understand that it's important to compensate great executives. Wall Street has a short memory.

If the company is a scam, the winner gets better.

Most people who succeed in significant areas do not succeed because of a desire for money.

I got a chance to see a preview of *Star Wars*. After it was over, I walked across the street to a pharmacist and used a pay phone to buy twenty-five thousand shares of Twentieth Century Fox. That's not necessarily wise. I was a movie exhibitor, and I thought I could tell when a movie was going to take off. You can't always.

People don't watch technology; they watch what technology brings into their homes.

Never think about the fire. I don't have nightmares about it. I only think about it when someone like you asks a question.

Today, we all know what to do in a fire. There was no education back then. They used to have fire drills in school that taught you nothing. I made the classic mistake. I was in a room on the twenty-fifth floor when I smoked smoke. I opened the door and the flames swept in. The fire shut up my legs. The pain was nothing, yet I can remember standing in the middle of this room, surrounded by flames, thinking, What is my job? I got to the window and it wouldn't open. Some how I got to another window and climbed outside. I was leaning on a tiny ledge barely big enough to put one foot on. The fire started up. If I jumped, I'd die. Flames were shooting out of the window, and I just crouched there, hanging on to the window sill, with my fingers cupped and my right hand and arm in the fire. The heat and flames burned a fling of my pecans and peeled away my skin. My legs had been burned to the arteries, and my arm was charred. I hung out the window by my right arm for a long time. How long? Forever. Finally, a hook and ladder came, and a few men climbed up, cradled me on ladders, and carried me to the ground. They say that people can't remember pain. Well, I felt nothing right after—the nerves were gone. But in order to cover the wounds, they needed to take skin off the rest of my body. Having to strip half of your body of skin and use it to cover the rest of your body is very painful. I can remember that pain. I remember it like yesterday.

I don't believe in looking history over in the way of the future.

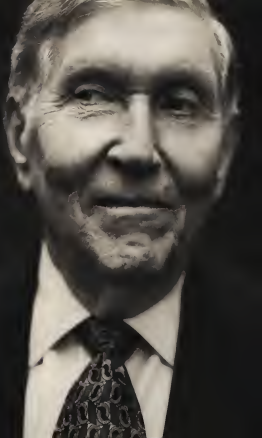
I was married for more than fifty years. I believe I failed my marriage. But I thought my wife also failed. Obviously we weren't getting the other person ahead of ourselves. It was a bad marriage for a long period of time. But, you know, our children were very important to both of us. We shared many of the same values. Had my wife not died for me, I probably would still be in an unsuccessful marriage. In a way, she didn't beat a threat.

A good hot dog is almost as good as a steak.

It's a great asset to company to have people who like each other. I can remember going with to the MTV people to a management meeting in the Keys. It was a jump somewhere. Everyone talked I don't know. So I threw me back. That's what binds you. **Oh, you see that recent Vanity Fair where they put me number one?** I have to admit, I liked it a lot.

I wouldn't like to have anything written as my tombstone. I don't want a tombstone. I don't want to be there.

I am not a tough guy. I'm a tough negotiator. I'm a tough competitor. But outside of that, I'm a pretty

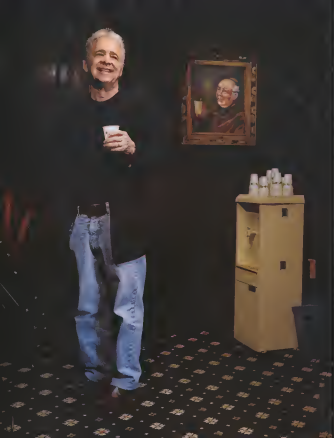


INTERVIEWED BY CAL FUSSMAN // Photograph by Sam Jones

The Chicken

Doing something that nobody thinks is gonna work and sticking with it—that's my life.





What I've Learned Chuck Barris

[Game-show host, 73, New York City]

I had a pillow in my bedroom that said no winners. It took me three or four years before I finally learned that of my apartment window. How can you not have any winners? It's impossible. No winners? Bullshit. I don't believe anybody who tells me that.

Audience like me. They like bait. Nothing will ever succeed in television.

I don't socialize very much. Don't go to parties. I never get asked.

I had lung cancer about two years ago, and I was in the hospital after surgery with a staph infection. It was touch and go for a while but "the nurse said to me, 'Don't worry about it, Chuck. Bad guys never die.'"

In the hospital, it didn't have any meaning whatsoever. I had just gone through a real-life divorce, I had cancer, I didn't have a book to write, nothing was happening. I just figured, here's what I'll do. When I get out, I'll get in the big green two chair I have in my living room and I'll read all those books that I never had time to read. Books and me. Two years later and yep, I'm married to a woman who's making me happier than I've ever been, they're making a movie out of my book, another book is being published. So much has happened. It only proves that if you keep hanging in there, you just might be able to keep going on and on and on.

The glass is half full. It used to be half empty.

No matter what. I would have ended up writing. That's what I was meant to do. I hate to think that because writing is an

artistic way to spend your time. It's really in it's boring and it's repetitive and it's just terrible. It's awful.

I'm trying to think of the next book I'll write.

One day, no wake up and you're old as shit.

I'm an atheist. I don't believe in much of anything. I don't believe in heaven and hell, I have no idea what happens after we die. What I think is you just become like a leaf that crumbles up and is gone.

Be concerned with every decision you make, because that's what affects your life more than anything else.

Living by the 100th is pretty depressing if you're living by yourself.

The Gong Show was the greatest scam of all time. It was simple. We wanted to do a talent show. There were 250 venues for acts back then. We were gonna have a show of rare, fresh, good acts that we couldn't find any, they were all busy. So rather than there being the show, I said, "Let's reverse it. Let's do cheap acts." Now, is that a scam? I'm telling you.

Loyalty and commitment aren't in much use.

There wasn't any difference in having a public company and making it succeed and having The Gong Show and making it succeed. It was show, business, conspiracy, and fear. It's bullshit that people will believe in. You gotta create a story with a certain amount of facts that give it believability, just most of it is hope and confidence.

I haven't watched American Idol. It doesn't interest me.

I'm cynical. People by and large disappoint me. Even disappoint me. And as there's a lot of optimism in my bones, love comes later.

Tough love? That's bullshit. You love your kid and you keep on loving your kid. You take your kid back to me, what, and you keep on taking your kid back. Once, twice, a hundred times. The tough love philosophy is if you love your kid, a million backslaps and, Don't come home until you're clean. Well, I did that. I gave my daughter a million backslaps. She never got clean, and she never came home. She did.

It's obvious how life can take something away from you so fast and then give it right back.

To me, it's not really love or love or it's love like a heavy robot. I tell you, it's the best.

My circle of good friends has diminished over the years. I don't know if I have five friends in L.A. In New York, maybe two. Over the years, for one reason or another. I don't know what knocks them off. I have this imaginary baseball field and all the people I can't stand anymore I relegate to left field. I always say, "Oh, I think has out in left field years ago." Well, left field is sacred. I don't know what the cause of that is. There's change, you change.

Angela, I've had a couple thousand.

INTERVIEWED BY TOM JUNOD // Photograph by Michael Lewis

What I've Learned Buzz Aldrin

[Astronaut, 72, Beverly Hills]

Once you've been first, it cannot be done again. Not by you, not by anyone else. Success brings its own challenges. When you achieve something, you're categorized as that area. There's an assumption by other people that you know everything, when in reality you really don't.

Responsibility has been overcome quite a bit by market forces.

We live in a competitive world, but that doesn't mean you have to stab people in the back to get ahead.

History gets reinterpreted as time goes on. Many times, the participants are lost in the rewriting of the story.

Over time, humanity changes itself with things that work and discards things that don't.

People were excited when we landed on the moon. You go to the moon a couple more times and they're not so excited.

We have the ability, at such high fidelity, to simulate the physical world through computers. But when the spiritual world or human behavior comes into play, we don't have a very good model for that at all.

Exploration is used in our lives. If we see the horizon, we want to know what's beyond.

What attracts most these days are people who are controversial. There needs to be any relevance to their accomplishments.

Sometimes failure is the result of very individual action. Other times, it comes from being a part of an endeavor—but as a natural result of that, you end up being singled out. That's just a sign of fate. You have an obligation to live up to it.

Technology has grown in society in a way that has pretty well overwhelmed all the other means of information dissemination. It's convenient, it's competitive, it's dedicated to marketing. I'm not sure how we can really learn that much too much.

We need to see the value of obscure ways. Things are not going to pan out based on what is most logical. The future is going to be based on a lot of other considerations.

In my mind, public space travel will provide others toward exploration—be it returning to the moon, going to Mars, visiting asteroids, or whatever seems appropriate. We've got billions and millions of people who want to go into space, who are willing to pay. When you figure in the payload potential of consumers, everything changes.

NASA is still living with the idea that the primary purpose of the space program is science.

I always wanted to get into aviation. Hence that from the time I was growing up. My father was flying airplanes and I wanted to fly airplanes. He kind of suggested that I go into the Navy even though he was in the Air Force. I couldn't quite understand why though I had a slight tendency to go towards when I was young. Obviously, I needed that.

I don't have incomprehensible things on, but I'm comfortable with unanswered questions. It's not productive to try and figure out what's behind the order of the universe. You just have to cope with the unknown; the answers will unfold on their own terms.

The universe is the way it is. It's not going to be changed by nanoparticles.

Marriage requires sacrifice. It eliminates a loneliness, but along with that there's the challenge of compatibility. Also, there is multiplicity of purpose—proving that one plus one can equal more than two.

Children have their own idea about which way to go; they don't like direct suggestions. It's a challenge for parents to understand.

Gravity comes along in a gradual accumulation of discipline.

My father had suggestions about not being recognized for whatever he was doing. I think that's the case in many professions today.

Money? The more you have, the more it is to get more.

For every talent, there's a limit. And that person didn't really want to lose. They just didn't understand the great plan.

One of the problems we pay for is creating the artist in that we're educating a generation of people who are passionate about one way of life, not reward system, and are achievement. I believe in the First Amendment, but there should be responsibility.

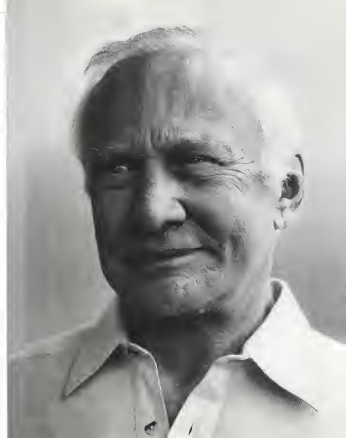
Things that are commonplace today were taught to people one hundred years ago.

Carl Sagan said that extraordinary claims require extraordinary evidence. There is no extraordinary evidence supporting claims of UFOs. That's got to be more than somebody saying they saw something. There could be life on other planets, but intelligent life? There's a big difference.

As a father, I wasn't around as much. I probably wasn't as attentive as I would like to have been. Some of the kids turned out real well, and some of them, you know, are dealing with life on life's terms.

The final frontier may be human relationships, one person to another.

INTERVIEWED BY MIKE SAGAR // Photography by Chris Buck



George Martin

(Music producer, Fifth Beatle, 76, London)

What I've Learned

I had absolutely no idea in 1963 that I'd be talking to you about the Beatles in 2003. I must say, I'm quite grateful for it, the greatest attribute a producer can have is the ability to see the whole picture. Most artists, when they record something, don't listen to what they're doing. They listen to what they're doing. It's a bit like when you're a kid and you look at a school photograph of a hundred kids. The first thing you say is, "Where am I?" Same with a musician. When the music is played back, he'll be listening to himself. The producer must at least view the whole thing in perspective, and make sense of it. If I think of a very good idea, I don't transport it and say, "This is what we should do, folks!" I say, "What do you think?" And the musician starts to think. And after a while, you get the musician to think that he actually came up with the idea in a hundred years' time, we'll all be slightly coffee-colored.

My father was a carpenter, and my mother was a seamstress. We had a very warm and loving household, though it certainly wasn't a rich household. We were very poor. But if my father heard something on the street, he wouldn't keep it. He'd say, "I didn't care about it." He had this idea of earning his keep in the world.

If I could abolish one thing in the world, it would be the television set. Of course, I have one in my house and I watch the soap as well as my body else.

Money is like love. It's only important if you don't have it. I've got lots of love. I'd had to pick one of John's, I think it would have to be "Strawberry Fields Forever." It was such a wonderful innovation—a revolution in fact. Beautiful lyrics, fantastic harmonies—and the production wasn't bad. Of Paul's songs, I like the very simple ones. My favorite, I think, is his favorite: "Here, There and Everywhere." It's beautifully composed. Worthy of Schubert, I think.

My image of God is not a man with a grey beard. My image is like a point of light, something which I can't see or feel but which I know is there. It is absolutely certain it's there. It's like an energy, but an energy for good. God is goodness.

If you have his idea, it's better not to meet them. John and Paul were equal talents who collaborated well, more important, who composed. When one guy did something, the other would say, "My God, that's good. I wonder if I can do better?" That inspired them on. They were great individually, but they never quite reached the heights they achieved when they were the Beatles.

My favorite of ours is my house. Pepper wrote a song called "It's a Hard Day's Night." Of course, they were smoking pot, but they never actually did it when we were working. If maybe one had felt that he'd finished his work, he'd sit down to the curtain and have a drag and come back with a little smile on his face.

If I had been doing drugs at the time the Beatles were doing drugs, I doubt you'd have got the records you've got now. Music is at the core of our being. Can you imagine a woman running a child and not having to go? It's a natural as beautiful when I have a gut feeling about something, I've generally been right. And when I've listened to experts, they've generally been wrong.

One day six or seven ago, I opened an envelope which bore the marking of the prime minister. It said: "It is my pleasure to inform you that you have been recommended to be appointed a Knight by Her Majesty the Queen. If you wish to accept this honor please let me know by filling in the enclosed form. You will not be free to use again." I went white and red, "Bloody hell!" My wife thought something awful had happened. I couldn't speak as I gave the letter to her. She read it, went white and red, "Bloody hell!" We went to Buckingham Palace, and the Queen gave her medal and said not to tell our big head off. There's a bit of my dad in me, and there's a bit of me in my son. It's absolutely unbelievable to see your children doing the things that you did that were stupid. I say, "God, why doesn't he learn?" But then, why didn't I learn?

If you were poor fifty years ago, it means you didn't have enough to eat. If you're poor now it means you only have one car. I've always been richly satisfied in my life. And my right to live down to about 20 percent. It was pretty good for most of my life, however the past five years, it's been a very much. It's pretty living in it all that had meant. But I think it's also old age. If you walk along the street when you're seventy or, best of all you and you have to pick them up and put them in your pocket.

INTERVIEWED BY CAL FUSHEMAN



George Martin (right) and John Lennon (left) at the Abbey Road Studios in London, 1968. Martin produced every Beatles album except *Let It Be*.

What I've Learned Gerald Ford

[Former president, 89, Rancho Mirage, California]

I had no plans to go to the White House. My political goal was to become speaker of the House. I got diverted. I sometimes wish I had been Speaker. I know a lot more about being a good legislator than I did about being a good president. But I did okay. **Kennedy**, **Dwight**, **Eisenhower**, and **Chambers** all worked for me as assistants. I take considerable pride in how well they've done. **I have a lot of respect** for people who work behind the scenes. They're different.

The biggest and most difficult decision in my life was the Nixon pardon. Of course, I ought to stand hell for it. But I thought it was the right thing to do for the country, not for Mr. Nixon. I would have been petrified as president if I had not granted the pardon. The press was asking me about what I was going to do with Mr. Nixon, what I was going to do with his tapes, what about his papers. I just decided the way to clean the mess up was to pardon him, clear the issue, keep the tapes and papers in the custody of the White House, and move forward.

Deep throat? I have no idea. That's the least of my worries.

Laughing at oneself is critically important, but I also got mad at myself. I had, on my youth, a bad temper. I had to learn to control it. The combination of being able to laugh when you make a stupid mistake and to get mad at yourself when you do something wrong gives you a balance.

I swim twice a day, four laps in the morning before breakfast and four laps before dinner. It's good exercise, and it's a way to keep my weight down and my muscles toned good.

Our country made a mistake in Vietnam. We joined the battle because of our support for the French. If we had worked independently with the North Vietnamese without the influence of the French, the whole tragedy could have been averted. But I'm trying to let Monday-morning quarterbacks. When I was there, I supported the other side.

For supreme happiness, I must have to reach one of his great goals.

When I negotiated with Khrushchev, we sat across the table from one another. I knew what their weapon systems were. I knew roughly how many nuclear warheads they had. I knew how many long-range missiles they had. And Mr. Khrushchev knew a good deal about our capability. We were dealing head-to-head. Today, President Bush has a much more difficult enemy. He's dealing with Al Qaeda. He's got the Philippines. He's got Yemen. He's got Afghanistan. He's got S.U. He can't sit down and talk with one person and come up with a responsible negotiating challenge. I have great sympathy for the president today. His problems are much more serious than the ones we had back in the cold war.

It's how we handle it, but we're going to get you a good deal of work.

Of course, I will read the sports pages first, because with sports you've got a fifty-fifty chance of being right.

You should always count on telling the truth. Even when it's uncomfortable.

I have many reservations about Iraq. I don't like Saddam Hussein, that's for sure. But I am not certain that this is the time for the United States to get itself engaged in a military conflict, because, as I understand it, we don't have anybody ready to join us.

To lose with grace is a great asset to one's personality.

I lived most of the last century. We had the challenges of World War I, World War II, Vietnam, the Korean War, the Depression of the 1930s, four or five economic recessions. They strengthened the nation. It was a hard good century.

My first car was a '24 Ford coupe. Now I'm learning the Internet.

I don't go to the movies to get a social lesson. I go for entertainment.

Among Republicans, I was a rebel. My first political experience was working with a group of Young Turks right after the war as they set a cracked Republican state affiliate at West. I ran against the incumbent Republican congressman in the primary and lost him. And he went out of the establishment. When I got down to Washington, I ran against Charles McNichols, who was the Republican leader, and I beat him. He was part of the establishment. So when you look back on political moves, I was always challenging the establishment, and I'm kind of proud of it.

I certainly believe in heaven. I don't have much dealings with hell. I'm an offensive guy.

How tell you from fifty-to-six years of happy marriage that real devotion, real love, permits you to overcome those minor differences and disputes that, in the long run, are irrelevant?

I didn't organize my life or place. It unfolded.

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INTERVIEWED BY WIL S. HYLTON

OVER THE PAST FOUR YEARS, SOME OF OUR FAVORITE ACTORS, ATHLETES, POLITICIANS, SCIENTISTS, ARTISTS, AND BUSINESSMEN HAVE TOLD US WHAT THEY'VE LEARNED. AND THEN SOME

What I've Learned The Best of the Best...

- ▶ **You gotta try your luck at least once a day, because you could be going around lucky all day and not even know it.** —*Alvin Karpis*
- ▶ **The bigger people are in life, the more likely to lose they are.** That's been my experience. You never last quite the higher up you go. —*Ted Williams*
- ▶ **Man is cursed with the ambition to be the best hunter in the tribe.** When a guy came home to the village covered with blood, there was no assassin who asked for a pound of water or a piece of meat. —*Samuel Beckett*
- ▶ **Success comes in only the first hour.** —*George Steinbrenner*
- ▶ **Time and tide wait for no man.** —*Robert Frost*
- ▶ **Outliving with adversity is like the broken pencil in the box. It just happens automatically. You go through as you perish.** —*Renée Feltus*
- ▶ **Optimism is very important in life. You have to come up with a bang. The pessimist went to go out with a whimper. Everything can have drama if it's done right. Even a procedure.** —*Julie Child*
- ▶ **No matter how bad things are, they can always be worse. So what if anyone left me with a speech impediment? Meant bad one, and he did all right.** —*Bob Douglas*

It's unequivocally clear that life begins at birth and ends at death. And if most of the people on this planet understood that, they would lead their lives very differently. We always try to find religious or mysterious forces to fill in for our inadequacies, but heaven and hell are both here on earth every day, and we make our lives around them.

—J. CRAIG VENTER

- ▶ **What for me, the H-bomb would have been a real edge in Russia. In the U.S., we would have to spend \$300 million.** —*Edward Teller*
- ▶ **Vietnam was one of the fascists of the cold war.** The CIA approved me, and Vietnam's approval was, that the loss of Vietnam and Laos would trigger an extension of communist hegemony across much of Southeast Asia. This would weaken the security of the West across the world. Therefore, it was necessary to go on to that. That's why we were in Vietnam. It was an accident of history. —*Robert McNamara*
- ▶ **I get no religion in life. I could never understand. Basically, I'm a theist, but I can't see through it. I say it's not possible.** —*J.R. Carpenter, Baltimore, speech magazine, Jan. 1992*
- ▶ **I never go to the track. I don't like horses. They take too long.** —*Bill Berte*
- ▶ **Laughing games don't interest.** —*P. Lee Bailey*

- ▶ **I HATE screw-driver heads. Drink from the side and take what's coming to you.** —*Alfred Hitchcock*
- ▶ **The terrible truth with which we must all contend is that the day may come when nuclear war is full on and the controls of some sort somewhere in the world. And that will be the day of reckoning.** —*John Kenneth Galbraith*
- ▶ **Jerry is smiling always and is me. "Don't get me wrong, get funny!" It changed my life.** —*Bill Berte*
- ▶ **Witness I'm one of those people who can't be happy unless the guy I am happy at is making me know that mental health doesn't always mean being happy. If it did, nobody would qualify.** —*Phil Spector*
- ▶ **Why leave the rest you got for one you don't know?** —*Samuel Beckett*
- ▶ **Bad dreams are more likely the result of wrong choices than suppressed guilt.** —*David Reardon*

- ▶ **The inside about Koyak's humor is it's never funny what's happening.** —*Larry King*
- ▶ **Of the five most important things in life, health is first, education is knowledge is second, and wealth is third. I forget the other two.** —*Chuck Berry*
- ▶ **Sometimes I think there's no reason to get out of bed... then I feel very, and I make them go.** —*Walter Simpson*
- ▶ **Reverence is like drinking poison and wishing for the other person to die.** —*Carrie Fisher*
- ▶ **Contradiction exists in everyone. There's really nothing wrong with the fact that the same people who stop "Whiskey River" at the show tonight also stop "Amazing Grace." When I was back in school Sunday school, based to teach the same people on Sunday mornings that I sang two Sunday nights. Nothing wrong with that, either.** —*Willie Nelson*
- ▶ **Inspiration is highly on mind. If you are seated and vent forth a book in part, it's not likely to ever happen. More often than not, work is salvation.** —*Chuck Clear, artist*
- ▶ **Prudence is the lifeblood of enterprise. Don't let anyone in if you differ.** —*Andy Chow*
- ▶ **Meat-penny? What's that?** —*Richard Ingrams*
- ▶ **Everything is a hole. When you're down, two holes—there's a hole at the head of your penis, and you come out of a hole. So you come out, and everything is about holes. When you eat? Hole. When you breathe, it's a hole. When you see, it's a**

- hole. When you hear, it's a hole. And when you die, where you go? Right back in the hole. If you got too much money, you gonna be in a hole. If you don't get enough, you're definitely gonna be in a hole. So to me, the best thing to do is stay right in any state of the hole. Get in the hole and find out what's happenin' with the hole and try to control the hole. And then you can have the hole, because you understand the hole.** —*Sam Turner*
- ▶ **If inside a gun in the sea, then you're doing it wrong.** —*Alfred Hitchcock*
- ▶ **Without money there is no freedom. Without money there is no sex. Say what you want, but it's true. When you walk in the door with money in your hand, people start kissing.** —*Rage Against the Machine*
- ▶ **You shall not covet thy neighbor's wife! We, however, do the gold and money men! What do you think about that?** —*Gene Simmons*

- ▶ **When you're young, defining gradations is not a based skill. As you get older, you get better at the numbers in reality.** —*Jeffrey*
- ▶ **If you can't control your emotions, you could wind up looking at the filing of a death certificate from a prison.** —*Jim Willet, former warden, Huntsville, Texas*
- ▶ **Amant's gift makes me feel like him.** —*Joe Alvin*
- ▶ **If you think you're getting bad love, that means you're giving it too.** —*James*
- ▶ **Always remember. If you're alone in the teacher and you drop the bomb, you can always just pick up. Who's going to know?** —*Julia Child*
- ▶ **When you're hiring someone to do some thing, you ought to first have an appreciation for what the job entails. There are certain jobs that demand very large areas of broad neck and perhaps social behavior.** —*Gen. Timothy Patrick*
- ▶ **Some guys are afraid to get in prison, at all. I mean, some guys will be doing some body in the day. Some guys will be in their stomach with the pillow in their mouth. Some guys will be getting stabbed if you're out on the street and you're not well, you'll eat within three. It just might be different now.** —*Rage Against the Machine*
- ▶ **Formal education is a marvelous thing. It's a form of literacy spread with place and common human sense. It's not worth a shit.** —*Jeremy Davis*
- ▶ **Work honestly and hard, build, build. That's all I can tell you.** —*J.R. Douglas*

- ▶ **The number-one rule of the road is never go to bed with anyone crazier than yourself.** You will break this rule, and you will be sorry. —*Ken Kesey*
- ▶ **My most pitiful day in life is "My name is Hugh Hefner."** —*Hugh Hefner*
- ▶ **I'll have, boys, or chicks, or men.** —*General Zeller*
- ▶ **If you're keeping score, win.** —*Red Auerbach*
- ▶ **You may be drawing a circle for the thousandth time, but maybe it's a slightly better circle.** —*Les Ford*
- ▶ **It's easier to write songs when you're simple.** —*Lucinda Williams*
- ▶ **If you're lucky enough to have a pretty girl love you and share herself and love with you, make that your secret. The best way to spoil love is by telling too many people about it.** —*Rage 2000*
- ▶ **Wear the cap, never let the cap wear you.** —*Stephenie Meyer*
- ▶ **If you're gonna make it, it's gonna be big.** —*Bill O'Reilly*
- ▶ **When I first started seeing my father, one of the first things he said, he said, "We're not as slow as you are."** —*Richard Petty*

I'm sure you slow down a little bit, but I'm also sure that you'll probably be getting a hard-on until they throw dirt on you.

—KRIS KRISTOFFERSON

- ▶ **No matter where you go in this world, you will always find a Jew with the best advice to give to you.** —*David Riddle*
- ▶ **It's not money, it's not politics—it's who controls the pump that controls the world.** —*Larry Flynt*
- ▶ **Superior is the subconscious of inferior.** —*Bob Singer*
- ▶ **A friend of mine once said, "The moment a friend is a lie." He was being funny. I keep looking for it. I've had a few. But you can't explain it. It's deep, moving, and get down when it's over, you're back in the street again, anything. "What the hell happened? What the hell happened? What was that thing of light? I want to quit!"** —*Peter Dinklage*
- ▶ **Be more concerned with your character than your reputation.** —*John Wooden*
- ▶ **Some people would say that because we don't know, it can't be. I would say that because we don't know, we don't know.** —*Charles H. Townes, Nobel Prize in physics*
- ▶ **Pick very few objects and place them exactly.** —*Philip Johnson*
- ▶ **Nobody repeats any dates in Hollywood. Until you're dead. Then they give you the Timesberg Award.** —*James*
- ▶ **If a guy can't get any girls in life, he isn't worth a cent.** —*Bob O'Reilly*
- ▶ **The good old days weren't so good when you were sitting in a dentist's chair.** —*Bobby Bowden*
- ▶ **After surgery, if you wake up without pain, you're dead.** —*David Brown*
- ▶ **One man's justice is another man's injustice—depends on whose pig is being pulled. And that's the final analysis.** —*General Dobbler*



« The writer sits home in Chicago »

The Shooting

It was after school, and Mom wasn't home from work yet. I don't remember how the .38 came out. What happened next I'll never forget.
By Kemp Powers

WHEN I WAS FOURTEEN, I SHOT MY BEST FRIEND IN THE FACE and watched him die. I'm not trying to sound evil when I say it like that. I'm not a criminal, at least not to the people who matter. Not to my family. Not to his family. Not to my friends. Not even to the state of New York. Well, just trying these words checks me. I am them taking shape across the screen and I can't believe the actions I'm describing on my own. In the fifteen years since it happened, I haven't discussed the incident in detail with a single person. Not even my wife. If Henry was not of seven homicides that day in New York City. At fourteen, he wasn't even the youngest. A twelve-year-old from Queens held that distinction. But his was the death I saw with my own eyes, the one I cradled with my own hand, the one I will carry with me for the rest of my life.

PHOTOGRAPH BY RYAN HILL

JANUARY 2003 ESQUIRE 79

Since you can't
see a cat in L.A.
Without hitting a cop
show, meet the best
of the badge welders,
old-school tough guys
who add the hard grit of
Bastard,
the smooth style of McQueen,
and the psychosis of Kato's
Bad Lieutenant into
some of the best
performances on the
small screen.

OR
WE
CAN
DO
THIS
DOWN-
TOWN

PHOTOGRAPHS BY LORENZO ARBUSTI

These are the only companies in the LAPD. The immediacy of their lines puts them into contact with all of the social ills and malfeasance in our urban existence.

“Their job definition is one of contact with that. And they can’t wait to go to work in the morning.”

—MICHAEL MANN
WINN-DIXIE PRODUCTIONS

1. **New Government in Italy:** Giuseppe Conte, 2019, picture showing, photo by Kevin J. Scurry. 2. **Italy's new government:** photo and commentary by David J. Scurry, ARS/ARL by J. Scurry.

David Collier is a senior fellow at the Thomas Jefferson Center for the Review of Foreign Policy. He is the author of *The Sportsman's War: How America's Love Affair with Football Shaped the Nation* (2002) by Abner Noveck.

Early "Madness" setting as it appeared on
Simon & Schuster's early 1960s edition.
Illustrated by Theodore Sauter, cover
designer. Sold by W.W. Norton.

Michael Fowl Chase is a Washington, D.C. based journalist and author. He is the author of *Sweden's Secret Economy* (2010) by Oliver Trust, Inc. and *Washington Post*.

EQUINE STYLE
BOOMTOWN

"We live in a culture of fear—
fear of what's beyond our borders
and fear of what's
inside them.

We like these...[unclear]...[unclear]...
we like the idea that there
are people who can handle
themselves in the
most difficult situations.
They know what to do,
and they'll take
care of it."

—GRAHAM YOST, CREATOR

1. **Neel McCann** (left) as Sheriff Seth (a.k.a. Sheriff
Neel McCann) in *Deadwood*. Jacket: *Deadwood*
Neel McCann (left) as Sheriff Seth (a.k.a. Sheriff
Neel McCann) in *Deadwood*. Jacket: *Deadwood*
Neel McCann (left) as Sheriff Seth (a.k.a. Sheriff
Neel McCann) in *Deadwood*. Jacket: *Deadwood*

2. **James Van Der Beek** as Sheriff Seth (a.k.a. Sheriff
Neel McCann) in *Deadwood*. Jacket: *Deadwood*
Neel McCann (left) as Sheriff Seth (a.k.a. Sheriff
Neel McCann) in *Deadwood*. Jacket: *Deadwood*

3. **Donnie Wahlberg** as Sheriff Seth (a.k.a. Sheriff
Neel McCann) in *Deadwood*. Jacket: *Deadwood*
Neel McCann (left) as Sheriff Seth (a.k.a. Sheriff
Neel McCann) in *Deadwood*. Jacket: *Deadwood*

4. **Michael Gambon** as Sheriff Seth (a.k.a. Sheriff
Neel McCann) in *Deadwood*. Jacket: *Deadwood*
Neel McCann (left) as Sheriff Seth (a.k.a. Sheriff
Neel McCann) in *Deadwood*. Jacket: *Deadwood*

ESQUIRE STYLE

WITHOUT A TRACE

After the staff's talk about there talking to these
hard-boiled police officers who
do this type of work, and it creates tension
in their families and in their lives.
It really takes its toll.

I mean, how many babies can you
see stuffed in an oven before
it gets to you?"

—JERRY BRUCKHEIMER,
EXECUTIVE PRODUCER

Left: The Latino is currently with the
National Football League, where he
is the only Latino player in the
league.

Eric Close as Agent Martin Fitzgerald
in the first season of the series. A police officer
by training, he's a former FBI agent.
Adapted by Matt.

Eric Close as Agent Martin Fitzgerald
in the first season of the series. A police officer
by training, he's a former FBI agent.
Adapted by Matt.

REQUIRE STYLE

THE SHIELD

"Our main character, while being a police officer, is as much a villain as a hero. For some of these guys, they see breaking the rules as the only way to achieve justice."
—SHAWN Ryan, CREATOR

Waters duggan as Detective Shane Vendrell
Two button shirts, distressed denim, sport coat
(\$670 by Ralph Lauren), various pants and shirts (also
provided by Dolce & Gabbana)

Kenneth Johnson as Detective Curtis
"Tomb Raider" belt bag, leather jacket
(\$495 by Saint Laurent), cotton-merino shirt
(\$60) and cotton cargo pants (\$60) by
Alexander & Fitch

Michael Chiklis as Detective Vic Mackey
Banks jacket (\$550) by Intimacy, dress
pants, cotton T-shirt (\$40) by Alexander & Fitch,
sneaker pants (\$60), shoes by Hugo Lauren

Ernie Martin as Captain Daniel "Dan" *Gunn*
Three-button long-sleeved button shirt of
silk (\$100 by Kenneth Cole), cotton pants (\$40)
and vest (\$100) by Tally Weisse



KRISTA Allen
A WOMAN WE LOVE

DARK, MOODY, & HOT: ALLEN
ABOUT HER NEW BOOK, "THE
FOLDING," AND THE SEVIL INDI
REPHOTOGRAPH BY STEVE GRANITZ

★
confessions of a
dangerous body

We have a confession to make:

We loved Krista Allen before we really knew who she was. In *Liar Liar*, she was "that girl in the elevator" who made Jim Carrey, and the rest of us, cry "Mama." We caught her guest gig as a video-game vixen on *The X-Files*, which earned her a real action figure—a phrase that fits her as snugly as the latex catsuit she wore for the role. And, yes, she even donned the red one-piece and ran the beach for a spell on *Baywatch Hawaii*. This month, the body will finally become a name (and a household one, we're guessing) when she appears in *Confessions of a Dangerous Mind*, the biopic about Chuck Barris, game-show host and CIA operative, that was scripted by Charlie Kaufman and directed by George Clooney, and that costars Sam Rockwell and Julia Roberts. She'll follow up with Jack Nicholson and Adam Sandler in the upcoming *Anger Management*. These are some serious names, but as far as we're concerned, it's about time she took her place among them.

—DAVID HOCHMAN

The Warren 100 List
Entertainment Weekly
100 Authors to Read
in 2000

Krista: On *Baywatch* this season, you played a teacher who could make anyone fall in love with you. What might a man do to get you under his spell? **KA:** I'm totally single right now and loving that. So it would take some serious charm to get a guy's part. I'm from Texas and very much into that whole old-school gentleman thing. But I was doing something crazy in a place where you're not supposed to do it.

Krista: Sounds like we're about to hear some confessions from your dangerous mind. **KA:** There's always a battle in there between my original and a devil. It's a struggle, more fun to go with the bad one. You know what? It's a unique thing. It really is. On the outside, I'm the old-fashioned goddess of love and sex. But when you go into the intimate moments, like to have fun, I like to be a little wild. That's probably where my little devil lives in.

Krista: When you receive an e-mail or while I solve some trigonometry equations in my head? **KA:** Maybe that's why I like mystery cities too. There's something so intriguing about them. Being on the back of a bike, riding on its suspension. Going fast. That's really cool, especially if it's in the Hill country between Austin and San Antonio.

Krista: If, like Chuck Barris, you were a club up by night, where do you would you want to go? **KA:** Ever last. For the first time in my life, I've given up when I want to be at a party because my mouth just dropped. He has this voice that's so sexy yet kinda tough. It makes you go, "Mmm. He is good." Inside, there's that sweetest of the person who's for the whole.

Krista: What's in your closet? Any secret talents? **KA:** I can't do anything. You can't do anything. **KA:** I can fold my tongue over and make it point of crazy. It's always fun at parties. And I can do this. I'm very flexible. Oh, but this is not a good thing. I'm doing a dangerous move. I can do crazy things with my tongue and I can do the splits. Come over and see. We'll play. Oh, now that just sounds wrong.

Krista: Sounds like to us. A grasp of nothing. Why is having women in men's clothes sexy? **KA:** I just know it's sexy. When I'm alone, somebody I go into their house. If I need to put on something, I always grab the bottom of the skirt to see. And girls always roll their eyes. That's just right. You're gonna roll it down and adjust it and make it cute. And if you're wearing a guy's shirt, it has the smell of the guy you're with. It's all over you. It's

Why Are These Men Laughing?

Maybe it's because the midlife elections went so very well. Maybe it's because at the White House, politics is the best policy. Maybe it's because it's the reign of Karl Rove. An inside look at how the most powerful presidential adviser in a century does what he does so well.

By Ron SUSKIND

ON A COOL SATURDAY a few days before Christmas last year, Karl Rove showed up in a festive mood at David Dreyer's house in suburban Washington, D.C., to trim the tree and have a cup of eggnog. Dreyer is a liberal Democrat, formerly the deputy communications director in the Clinton White House and since a senior adviser to Treasury secretary Robert Rubin. He now runs a small public-relations firm. His daughter and Keith's son were in the same seventh-grade class. After a few brief, friendly encounters at school functions, Dreyer invited Karl and his boy over for a two-ethn-ing party with the class, about fifteen kids and eight or more parents in all. It was one of those enchanting days that you remember for a long time. Rove was the master of fun, beginning with good cheer. Mr. Rove was a care in the world. All in attendance were warmed by his presence, and you never would have known that his job carried such immense responsibility. Rove was far too busy becoming coolies and strapping popcorn to bring anything close to that. "Karl completely took charge, absolutely in the most endearing way possible. He had a vision of what each kid could contribute. What they could make or bring, based on how tall they were, or what they could do—what everyone, what Christmas ball. Most were light! Hey, look, let's get in the car and go get some more lights!" Dreyer, a sober man, is trying not to go overboard about how all this affected him. "This expert a partier who's affected all the time, and it doesn't function that way in real life. You get a father and husband." He pauses. "I think I've said." "What's self I ask." "That we so often have such an extraordinarily one-dimensional view of people, of our fellow human beings." Not that Dreyer, having glimpsed Karl in repose, far from his natural habitat, sees him as anything less than extraordinary. "He was magnetic," Dreyer says dreamily. "He picked up my four-year-old son, then, so he could place the star atop the tree. It was lovely. Just lovely."

When I heard this story, it made me like Karl Rove. It made him sound like a lava-to-child, and in my view, there's no better person. Karl Rove never heard another story like this one, because people in Washington, especially Rove's friends, are utterly petrified to talk about him.

Left: George W. Bush and Karl Rove at his home. Right: the Roves with Karl's son. November 1999



THEY HEARD THAT I WAS WRITING ABOUT KARL ROVE, walking to construction his role as a senior adviser at the Bush White House, and they began calling, some respectfully, some not, saying that they wanted to help and having phone numbers. The staff from members of the White House staff were nervous, nervous. Their concern was not only about politics, they said, but simply about Karl pulling the president further to the right. It wasn't deep, it was about this administration's ability to know on the substance of governing—areas like the economy and social security and education and health care—as opposed to its clear political acumen, its ability to win and enhance power. And so it seemed that each time I made an inquiry about Karl Rove, I received in return a top-to-bottom critique of the White House's basic functions, so profound it hurt my confidence.

I made these inquiries in part because last spring, when I spoke to White House chief of staff Andrew Card, he seemed an alien about the unfettered rise of Rove in the role of senior adviser. Rove's Hagfish resignation: "I'll need diagnoses, people trained by the president that I can elevate for various needs, confidence against Karl. . . . They are going to have to really step up, but it won't be easy. Karl is a formidable adversary."

One senior White House official told me that he'd be stunned if I'd it were known we were talking "that many of us feel it's our duty—our obligation to Americans—to get the word out that, currently in domestic policy, there has been almost no meaningful consideration of any real issues. It's just look on the White House's talk politics and know nothing. It's depressing. Domestic Policy Council meetings are a farce. This leaves about-the-day political calculations—mostly from Karl's sheep-to-triumph by default. No one believes Karl.

Forget it. That was Andy's cry for help."

But now the stunning madhouse ascendancy of the Republicans boasts Rove into a new category: a major political realignment may hereby be ascribed to his mastery, his grand plan.

At the moment when one-party rule returns to Washington—that is, in fact, the first time since the Bush presidency the first instance of a single-party rule—no one offered a very view of the way the White House works. The case of how the administration decides what to do with its candidates—and whose political calculation figures in that mix—has never been so important to consider. This White House will now be able to do precisely what it wants. It understands the implications of this, you must understand Karl Rove.

"It's an amazing moment," says one senior White House official early on the morning after "Karl just went from prize minister to king. Amazing. . . and a little scary. Now no one will speak candidly about him or take him on or contradict him. Pure power, and no accountability. It's just Karl to Karl and everything will work out." . . . That may go for the president, too.

Over time, I came to know their sources to be serious people with credible information. And, of course, their first of discovery is warranted, for the White House has defiled itself as a disciplined command center that enforces a unity of purpose and has a well-known prohibition of leaks, a well-known doctrine for openness. But still, the fact that they must will themselves to leave their own charge of being disgruntled employees. It's only that the fact that they cannot do so is not to be denied. There is, however, one man who, at some personal and professional risk, has now decided to speak openly about the inner workings of the White House.

President George W. Bush called John Doherty "one of the most influential social conservatives in America" when he appointed the University of Pennsylvania professor, scholar, historian, and domestic ethics expert to head the White House Office of Faith-Based and Community Initiatives. He was the Bush administration's big hero, controversial but deeply respected by Republicans and Democrats, conservative and policy players. The appointment was rightly hailed. Doherty proved unity to national policy debates and launched the most conservative of President Bush's campaign ideas—the faith-based initiative, which he managed until this past February, the last four months from Philadelphia.

"There is no precedent in any modern White House for what is going on in this case: a complete lack of a policy apparatus," says Doherty. "What you're getting is everything—and I mean everything—being run by the political arm. It's the reign of the Mayberry Machiavellis."

In a seven-page letter sent a few weeks after my first conversation, Doherty, who still considers himself a passionate supporter of the president, offers a detailed account and critique of the time he spent in the Bush White House.

"I lived many, many staff discussions are not just three thoughtful, substantive policy discussions," he writes. "There were several policy white papers on domestic issues. There

number. . . . Yes, the president sometimes rants, rhetorically, but it doesn't matter as long as we keep our eye on the ball politically."

This approach to policy making is a fairly radical departure from the customary relationship between White House political directors and policy professionals. Bush has a heavy influence on the effect of course, but the political staff has rarely been so central to guiding policy in virtually every area, deciding what is proposed and what is tabled.

"Besides the fact, which was not said during the campaign," Doherty writes, "that the election ball, which was really a Ted Kennedy left, the administration has not done much, either in absolute terms or in comparison with previous administrations in this area, on domestic policy. There is a virtual absence as yet of any policy accomplishments that might, in a far-reaching perspective, count as the basis on the basis of so-called compassionate conservatism. There is still two years, maybe six, for them to do more and better on domestic policy and, specifically, on the compassion agenda. And, needless to say, with, and now the global war on terror and the new homeland—and national security plans, must be weighed in the balance. But, as I think Andy Card himself told me in so many words, even allowing for these huge contextual realities, they could stand to find ways of inserting more serious

"It's the reign of the Mayberry Machiavellis. . . . Every modern presidency moves on the fly, but on social policy, the lack of even basic policy knowledge and the only casual interest in knowing more was somewhat breathtaking: discussions by fairly senior people who meant Medicare but were talking Medicare, near-instant shifts from discussing policy pros and cons to discussing political communications and media strategy."

were, truth be told, only a couple of people in the West Wing who worried at all about policy substance and analysis, and they were even more overwhelmed than the strategical staff, twenty-four-a-day White House staff. Every modern presidency moves on the fly, but on social policy, the lack of even basic policy knowledge and the only casual interest in knowing more was somewhat breathtaking: discussions by fairly senior people who meant Medicare but were talking Medicare, near-instant shifts from discussing any actual policy pros and cons to discussing political communications, media strategy, or crises. Even quite junior staff would sometimes hear quite senior staff push people any need to dig deeper for positive information or a given issue."

Like David Stockman, the whip-smart budget director to Ronald Reagan who twenty years ago now died that Reagan budget wouldn't do it up, to take in this administration's first credible, independent system, a governing who appears his president for more, nonetheless, get it right.

Sources in the West Wing, including Doherty's comments, say that even current discussion of domestic policy became much less frequent after September 11, 2001, with the assumption of Homeland Security. Meanwhile, the department of "insurance" or the "insurance group," depending on the source, has steadily grown. The term, coined in 2002 by Saturday Night Live's Will Ferrell, served as a joke at the White House, too, but has actually become a term of art meaning the oversight of any activity—from substantive policy to ideological stance to public event—by the president's political advisers.

"It's a revealing shorthand," says one White House staff

policy officer into the West Wing that and engage much less in on-the-fly policy-making by touch-and-feel."

Doherty calls the president "a highly skilled person of normal personal discipline. . . . [He] is much, much more than some people—indeed, many of his own supporters and admirers—seem to suppose." So what, then, is John Doherty's criticism for now offering his pointed critique? There is, as he says, "two years, maybe six." He has a vision for who George W. Bush might yet become.

IF YOU BUY HANNAH ARELSON'S FAMOUS DICTIONARY ABOUT history being a struggle between leers and hedgehogs, Karl Rove has like the hedgehog, stayed focused on a single idea and pushed it forward relentlessly. A Bushchick had born in Denver on Christmas Day 1960, Rove has known George W. Bush for thirty years. He arrived bobbing up as senior staff of Texas campaign in his late twenties, with the noblest goal of making the Republican Party the majority party in the U.S. by early and weeks later, with an assured disdain for Marquis of Queensberry rules of political engagement. In conversation with sources of people who know him, the assessment ultimately is the same: For Karl Rove, it's all and only about winning. The non-union, ideology, good government, ideas to build a nation, reasonable dissent, civility, mutual respect—no for him.

And Rove is disciplined in maintaining his mystery in living the White House. Frequently from February to April of this past year, I interviewed much of the senior staff, as well as the First Lady. No one would start or reach on a word about Rove. They'd talk about one another, assessing the strengths, weaknesses, and specific roles of Hughes, Card, deputy chief

happened has taken on the air of an unsolved crime, a cold case, with Karl Rove being the prime suspect. Both lobbyists, maybe working for the company, maybe just representing its interests, showed up parking lot handouts and telephone "push polls" and wheeler-dealer campaigns that McCain's wife, Cindy, was a drug addict, that McCain might be secretly no longer from his captivity in Vietnam, and that the senator had fathered a black child with a prostitute. Colleen Campbell, a member of a South Carolina rights-to-life organization and other groups, asking if the black lady might influence their vote. Now, barely the week, the gap that drives McCain's advisers inside to this very day. "The last racist took away because the McCain had done an especially admirable thing. Years back they'd adopted a baby from a Mother's Union orphanage in Bangladesh. Bridget, now eleven years old, would sit with the rest of the McCain brood from stages across the state, a black-skinned child unadornedly greeting a photo op for stander. The strichs were of a level and vivid that even McCain, who was regularly beaten in captivity, could not ignore. He began to cover the

McCain was uncertain what to do. After an awkward moment, Weaver said, "I'm sorry, we're really getting on" and broiled McCain into a waiting line. The senator slumped into the seat, exhaled, and then, with a smile of relief, turned to Weaver and said, "Thank you."

I'VE COME TO MEET JOHN DILLON

It has been three weeks since our first interview, when he spoke with surprising frankness about the role and influence of the White House. Other White House officials had disowned and discredited the image of Rove's influence, how all major decisions were passing first through his political-strategy directorate. But I was still regarding the White House in terms of the long-standing model, in which the art of political strategy is carefully balanced against various policy documents, in which the relative separation of these two distinct functions are respected, even championed.

It seemed that in the person of Karl Rove such a distance had been bridged. And I hoped that Dillon, a true believer in problem-solving through solid policy analysis, could clar-

"Don't you understand?" says a senior White House staffer, his voice rising. "We got into the White House and forfeited the game. You're supposed to stand for something... to generate sound ideas and present them to Congress and the people. We didn't do any of that. We just danced this way and that on minute political calculations and whatever was needed for a few paragraphs of a speech."

ify what had happened. He, after all, was present when the architecture of this White House—and the role of strategy in it—was established.

But even once strategy, he is the most credible independent witness to exit the administration so far.

I came into the Social Issues conference in Washington a little late for a cocktail party held by the Heritage A. Rockefeller Institute of Government, a nonpartisan think tank based in Albany, New York, that has brought luminaries together to look off on three-day conferences as religion and social-welfare policy. The French-owned hotel has little bustle in its parties—all cell phones and polished attorneys and wheeler-dealer secretaries—and I wonder, searching for life, what I see in an occasional man near the elevator banks. His staffings his coat into a shoulder-drag briefcase, looking for his glasses. He doesn't seem to fit here, or in his black suit, pulled out as a windbreak across a frame of five inches shy of the floor that he is to be supporting three hundred pounds. He looks up and squints at me, his glasses now slightly askew on a goatee, soft-edged nose, like Big Puffy in *The Sopranos*.

His way in is unlikely as in a newspaper's wedding-column find from a tough Italian Catholic neighborhood, the son of a sheriff's deputy and a department-store clerk, who stumbled forward from a local parish school to Philadelphia's exclusive Riverfield school—then through a program for lower-income kids—then to the University of Pennsylvania and Harvard for graduate school, picking up a speed with each step. By the time he got his Ph.D. in political science from Harvard—one of the best students his mentor James Q. Wilson had ever seen—his main times weekly was bonding hours of physics. At Princeton, he was made a full professor after just five years. His was thirty-two.

We talk briefly about our conversation of a few weeks ago. Dillon knows he has collapsed a wall by offering his frank



"ONE OF THE MOST INFLUENTIAL SOCIAL ENTREPRENEURS IN AMERICA." President Bush announcing the appointment of John Dillio to head the White House Office of Faith-Based and Community Initiatives, January 2005.

assessment. "I'm on the record," he says. And then, lightly, "It's not a problem, really not."

His appearance in Washington qualifies as a special event, a top-tier for the guests talking guests made, where John stops at the reception table.

"Hey, big man!" He turns. It's the Reverend Eugene Rivers, the former god member who turned away violence in Bosnia, and a Dillio buddy. They hug in a warm, warm Dillio and surrounds him. They are close, friends, but also part of an ideal, that there's nothing odd about Democrats and Republicans doing together and agreeing on a few things, even in regard to their life issues like religion and social policy and the breaking possibility of connecting the two.

And discussing constructively. Robb David Suprenant, director of the Religious Action Center of Reform Judaism and a liberal opponent of federal funding for faith-based institutions, makes small talk with Rivers—a conservative black reporter of south-finding-while nearby is Harris Wolford, the former Democratic senator from Pennsylvania, but also beside Michelle Kagles, wife of Michigan's Republican governor, John Engler. This kind of ceremonial promise, political as well as religious, is what helped get George Bush elected—the ideal, at its heart, of "compassionate conservatism" and the pledge of restoring a more civil tone to Washington.

"There he is, the face of compassionate conservatism," says Richard Rogers, who was Dillio's colleague at Princeton. "Whenever darkness," Dillio has often found himself in the company of the Left. During the Clinton impeachment drama, he was the drum for Clinton's removal from office and decried the failure to do so as a signal of the "puppetocracy" of American political culture. And before that, research to con-

ducted in the early 1990s identified the growth of what he called "superpredators" in urban America: youths who seemed to carry a violent strain of unanchored violence. The research, based on Dillio's focus on urban America and prison cultures, formed an intellectual framework for nonpartisan-sounding research that swept the country. Dillio encouraged Rudy Camb with conservative scholar William Bennett and built a thinking-writing-speaking franchise to the conservative think tank Heritage. Then he did something that almost no politician, especially one who has been arrested, seems ever to do: He said, "Hold on a minute. Then he had started collecting in the mid-1990s around to construct the "superpredator" theory. What the latest evolution of his research showed was that presentation, especially targeted at "at risk" urban environments, really does work.

And that brought him to church. Churches—along with mosques and, in some cases, synagogues—have long stood as a bulwark against chaos in many blighted urban areas, as true sanctuary and a place of religious and social services. Urban analysts know this as a general way. Dillio wanted to know, as a serious researcher, the ways and how, variations, structures, theology, and outcomes. This turned out to be a very bright idea. He wrote up an enormous wealth of unappreciated history. The study found how Dillio's research evolved into his work for the president.

Dillio and Bush bonded. At a Philadelphia stop early in the campaign, the two spoke for nearly two hours about the possibilities of federal support for faith-based programs, a nuanced discussion that left Dillio fully impressed. "The president is up to the task. We had an extraordinary exchange. He had deep knowledge and real sensitivity to the challenges that such as effort would face. It's not as though it's not capable."

Bush started talking about his friend "Big John," and a year later Dillio was on an honorarium to the new administration. He would around the 30 as senior staff meetings every day and offer insights on a broad array of domestic policies while launching programs that, in some fashion, and federal financial support to enhance the efforts of faith-based organizations. Meanwhile, the White House's political war was making itself in the new Office of Strategic Initiatives, which Rivers created. In this period before September 11, 2001, domestic affairs accounted for most of what the White House did every day. John Dillio and Karl Rove started to regularly encounter each other, however one of the most interesting examples to the executive branch.

Rove, after all, in managing the most accomplished in his field. Rove, the consummate political strategist, having trained at the knees of the master, Lee Harvey, who guided Republicans, including Dillio. In Rove, an electoral victory, and Dillio, the public intellectual and academic heavyweight, the only one to join this administration. In almost every corner of public policy, there are always a few people who lead the intellectual progress, defining the research and ideas that form the agenda for discussion in that field. It's a precious moment, played out in a symposium and academic journals, as peer-review committees and editorial panels. Generally, administrative top several of those leaders to join them. Republicans and Democrats both have their share. As economists, for instance, think Milton Friedman or Herbert A. Simon, they are sometimes the young up-and-comers, like Ray Marshall in the Nixon administration. In the Clinton White House, they were numerous, including Robert Reich in Labor and Lawrence



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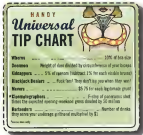
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And there's Drambuie.



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